

Arizona Workforce Connection



Focus on WIA Annual Report Arizona 2002



State of Arizona
Submitted by:
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Workforce Development Administration
Arizona Department of Economic Security

**Focus on WIA
Workforce Investment Act Title I-B
Annual Report PY 2001**



A Partner of America's Workforce Network

December 2002



November 14, 2002

The Honorable Elaine L. Chao
Secretary of Labor
U.S. Department of Labor
200 Constitution Avenue, NW
Washington, D.C. 20210

Dear Secretary Chao:

Arizona is pleased to present its annual Workforce Investment Act report. This report affords the Governor's Council on Workforce Policy the opportunity to update Arizona's business and community on our efforts to improve Arizona's workforce development delivery system.

Arizona has made great strides in unifying our fractionalized system under our Arizona Workforce Connection brand name. The new statewide brand will be supported by a much-needed web presence, standardized outreach materials and a new employer focused telephone hot line.

We are extremely please with Department of Labor leadership and your willingness to let states experiment with innovative approaches of addressing local workforce needs. On behalf of Governor Jane Dee Hull and the Governor's Council on Workforce Policy, I thank you for your ongoing support of Arizona's effort to create a business lead workforce delivery system.

Sincerely,

A handwritten signature in black ink that reads "Diane B. McCarthy". The signature is written in a cursive, flowing style.

Diane McCarthy
Chair, Governor's Council on Workforce Policy

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Executive Summary

A little more than a year and a half into the new millennium, Arizona's bold, aggressive outlook on economic and workforce development was tempered by budgetary shortfalls and downturns in major industries (e.g. manufacturing, mining, transportation, and communications). In the midst of the expected rise in unemployment, there has emerged a renewed commitment toward alliances fostered between state agencies, employers, and community-based organizations to ensure the relevancy of training to occupations in demand; youth programs pledged to a long-term and holistic approach to provision of services; and strategic planning that builds in systematic re-evaluation responsive to the need for new workforce competencies.

During PY 2001, helping the unemployed has translated into expanded opportunities for training via the state's eligible training provider list. Funds for technical assistance and capacity building have enabled local workforce investment areas to expand and strengthen existing services, and accommodate "thinking outside of the box" relative to shaping the future of program delivery. Enhancements to the state's participant tracking system have allowed for more indepth analysis of customer data, so that correlations between level/mix of services and successful outcomes can be developed. More substantive dialogue with Wagner-Peyser, Unemployment Insurance, and Trade Act partners has resulted in a more uniform, strategic approach in service to dislocated workers and has been the impetus behind successful transition of airport security personnel to federal service throughout the state. Business driven local boards have become more actively involved in regional collaborations and planning that promise initiatives geared to creation of a state workforce that will become more resilient over time against the changing economy.

Economic Environment¹

The economic effects of a national recession were already being felt in Arizona prior to the devastating events of September 11th, 2001. A deepening of the economic slowdown began in the second quarter of calendar year 2001 with the industry groups of manufacturing and business services. The third quarter saw the slowdown spread to construction, transportation, communications, and public utilities.

The events of September 11th sent further shock waves through an already shaky U.S. (and Arizona) economy, with the transportation and tourism industries receiving a shaking the equivalent of 8.0 on the Richter scale. Arizona was particularly hit hard because it is home to America West Airlines (which laid off 2,000 employees immediately) and is heavily dependent upon the tourism industry. Resorts, suffering from low occupancy rates to begin with, and related industries (e.g., travel agencies), were forced to cut employees. Resorts and hotels showed the steepest annualized contraction ever experienced. Lack of precipitation during the winter months contributed to Arizona's continued drought conditions and nearly wiped out any ski resort business in the northern areas of the state.

According to Arizona's Department of Economic Security, Research Administration, Arizona will lose more than 17,000 jobs during 2002 as businesses continue to adjust their workforce to slower demand and cost-containment goals.

¹Arizona Economic Trends, Arizona Department of Economic Security, Fall 2001

Statewide Funds

The Governor has the authority to pool and reserve up to 15% of adult, youth, and dislocated worker formula funds for statewide workforce investment activities.

- Eligible Training Provider List - \$ 282,000

The WIA requires states to establish policies and procedures for the selection of service training providers for Individual Training Accounts (ITAs). The state also maintains and disseminates a state list of eligible service providers and works closely with LWIBs in submitting new training providers. The state annually reviews performance data, verifies performance information, and monitors providers to determine continued certification of qualified service training providers.

- Incentive Funds - \$1,259,200

State incentive funds are available to Local Workforce Investment Areas that exceed negotiated outcomes for the 17 performance measures and for regional collaboration and local coordination activities. Incentives are allocated in accordance with a formula approved by the Governor.

- Technical Assistance/Capacity Building - \$ 590,800

Technical assistance and capacity building are state leadership activities. If a local area fails to meet the level of performance relating to its performance indicators for any program year, the state will provide technical assistance that may include assistance in the development of a performance improvement plan or the development of a modified local plan.

Local areas may also receive capacity building funds to enhance their effectiveness, strengthen direct services provided to participants, and develop exemplary program activities. These funds will be used to improve the competencies of the personnel who staff and administer WIA programs, including those from LWIAs, service providers, state agencies, policy makers, and other related human service providers.

- High Concentrations of Eligible Youth - \$ 200,000

Funds were distributed to LWIAs with high concentrations of youth in poverty for use at local discretion. The funds could either be used along with youth formula dollars and subject to negotiated performance or used for special projects with targeted audiences.

- Labor Market Information - \$ 100,000

The WIA provision requires states to develop a statewide employment statistics system. LMI funds will be used to maintain demographic information and current economic and demographic data to determine WIA funding allocations, incentive distribution, and performance standards.

- State Administration - \$2,518,403

The Arizona Department of Economic Security and the Arizona Department of Commerce use WIA funds for administration, including operating and maintaining a fiscal and management accountability information system, operational expenses for the state workforce board, monitoring and oversight of local grants management practices, audit resolutions, equal opportunity services, and indirect costs.

- Adult & Dislocated Workers Activities - \$1,104,806

Increases in projected lay-offs, as a result of the events of September 11, 2001, prompted the Governor to approve additional funds targeting dislocated workers. Industries related to the airline industry, including transportation, food service, and aerospace reported pending lay-offs in record numbers. However, sufficient dislocated worker formula funds and statewide rapid response funds met the need. In June 2002, the Governor re-allocated these funds to address the needs of workers displaced from employment as a result of the Rodeo-Chediski fire, which destroyed over 460,000 acres in northeastern Arizona. The outcomes of individuals served by these funds were subject to the negotiated performance measures.

- Statewide Information Technology (IT) System - \$1,000,000

To continue the development of Arizona's One-Stop system and truly achieve seamless and integrated service delivery, funds were allocated for a statewide information technology infrastructure. The Internet-based system is projected for implementation by July 2003. Phase I of system implementation will provide a comprehensive set of tools for providing both core and intensive services for staff and case managers, including intake, eligibility determination, case management, on-line interagency referrals, and required performance tracking and reports. Phase II, to be funded with other One-Stop partner funds, will add labor exchange services for businesses.

- Displaced Homemakers/Non-Traditional Training - \$ 500,000

Under WIA, a traditional displaced homemaker has the opportunity to be served with dislocated worker formula funds under Title IB. However, experience has shown that the provision of specialized and focused services through community-based organizations better serves the displaced homemaker. A displaced homemaker is one who has been providing unpaid services to family members and is dependent upon the income of the family but is no longer supported by that income and is underemployed or unemployed.

Governor's Council on Workforce Policy Continues to Lead Arizona

In Arizona, the Governor's Council on Workforce Policy (GCWP) continues to lead Arizona by taking on substantial tasks that go far beyond meeting requirements of WIA. In June of 2002, the GCWP came under the leadership of Diane McCarthy, a dynamic business leader who has served in the Arizona House of Representatives and on numerous prestigious boards and commissions. Under Ms. McCarthy's leadership, the Council has increased its membership from 27 members to 35 members in order to comply with WIA and has established five standing subcommittees to address the pressing workforce issues in Arizona. These subcommittees include a Local Workforce Investment Boards Chairs Subcommittee, a Subcommittee on Performance Measures & Board Development, a Taskforce on Labor Market Statistics, and a Taskforce on Workforce System Building.

The GCWP also continues to focus on the goals set by the Department of Labor to further develop Arizona's workforce development system by concentrating on proficiency, opportunity, efficiency, accessibility and accountability. Other areas targeted by the Council include:

- Greater responsiveness to employers
- Correcting the uneven quality of One-Stop centers
- Improved youth programs including a better connection between academic and occupational learning
- Better integration of the partners into a single service delivery system organized around One-Stop centers
- Working closely to help integrate Labor Department programs more tightly into the One-Stop coordinating framework, especially Job Service offices
- Transforming labor market data into useful workforce information

In an effort to meet these goals, the GCWP has worked diligently to develop the Arizona Workforce Connection and establish statewide training for the local WIBs. The GCWP provided the direction and incentive for a statewide computer software package that is internet based and provides on-line customer service for both employer and job seeking customers, as well as serving as a powerful staff tool for case management and performance tracking. Furthermore, Arizona's workforce development leaders are now poised to participate in key discussions that will determine the economic future of the state. Each member of the Governor's Council on Workforce Policy received a full-paid membership to the Arizona Association for Economic Development, Arizona's professional organization representing the collective views, interest and needs of those involved in Arizona's economic growth. This connection with economic development will help lead Arizona into the future with a concerted link to workforce development.

GCWP POLICY AT WORK

Arizona Workforce Connection

The GCWP established Arizona Workforce Connection as the state's streamlined workforce development system – bringing together all of Arizona's workforce development partners to provide businesses with comprehensive, streamlined service.

Employers across Arizona attract qualified applicants and reduce their employee selection, retention and training costs through Arizona Workforce Connection. The system provides services to employers who seek skilled new hires or training resources for existing employees. Through a network of One Stop Centers and online services, Arizona Workforce Connection provides:

- Seamless access to workforce resources
- Employee recruitment
- Labor market information
- Job training and hiring tax credits
- Customized training and skills upgrading
- Solutions to common employee barriers
- Pre-layoff assistance

To increase business awareness of and participating in Arizona Workforce Connection programs and services, the GCWP has launched a consistent, targeted and measurable outreach initiative to the business audience across the state. Key objectives of the initiative include:

- Clearly positioning Arizona Workforce Connection as the system that provides services in a manner that is:
 - Reliable
 - On-target with current industry/economic environments
 - Responsive to changing needs of the business community
 - Consistent
 - Knowledgeable
- Publicize the availability and proximity of One Stop Centers, their services and success stories
- Enable partnership between the GCWP and LWIBs to utilize outreach materials and execute communications initiatives
- Measure the success of the outreach initiative

In partnership with LWIBs, outreach materials have been developed and are currently being used across the state. These materials include a website – ArizonaWorkforceConnection.com – along with a system of communications tools including employer-focused brochures, PowerPoint presentations, trade show booths, and direct mail pieces.

Statewide Computer Software System on Track in Arizona

As part of the implementation of the Arizona Workforce Connection, the GCWP approved the procurement of a statewide, state-of-the-art, web-based software system and set aside the funds to finance this endeavor. This system will improve employment service delivery, public information, links with employers' sites and related search engines, labor market information, uniform reporting mechanisms, and more.

The State of Arizona is in the final stages of purchasing this system and anticipates having the statewide system fully operational by June of 2003.

WIB Training: Community partnership. Visible leadership. Strategic collaboration.

Excellence does not just happen. It takes a clear vision, dedicated work and most of all communication, consensus, and action. The Workforce Investment Board Forum (The Forum), sponsored by the Arizona Department of Commerce, the Arizona Department of Economic Security and the Department of Labor, was a kick-off event that helped identify the challenges being faced in Arizona, and started the mechanism for focusing on solutions and actions.

The Forum provided a unique opportunity for dialogue, discussion and action planning on critical issues facing our workforce development system in Arizona. During the conference, participants identified six key issues as critical to the success of the system.

Breakout discussion sessions provided the opportunity to set in motion a collaborative process of identifying "what's important" in order to get on with the business of addressing each issue and identifying appropriate solutions.

A report was compiled following the Forum that formed the foundation for a state/local collaborative process that is leading to solutions. The next step is for local WIBs to address the key issues that can be resolved at the local level and make recommendations to the Governor's Council on Workforce Policy, through such mechanisms as the local chairs or directors' subcommittees, on how they can assist in those efforts. The GCWP will continue to strategize on broader solutions.

National Emergency Grant Supplements State Set-Aside Funds

On Tuesday June 25th, President Bush announced a major disaster declaration for parts of Arizona impacted by wildfires. Specifically, he declared Apache and Navajo counties and the Fort Apache Reservation major disaster areas, making them eligible for federal aid and low-cost loans.

The State of Arizona (in a cooperative effort between the Arizona Department of Commerce (ADOC) and the Department of Economic Security (DES)) requested and received a \$2,291,674 National Emergency Grant (NEG) to address the emergency workforce needs of citizens who have been adversely affected by wildfire destruction in Northern Arizona. These funds are being used to employ, train and equip an emergency workforce for clean-up operations in the affected areas. The preliminary plan was to employ up to 100 displaced workers to begin cleanup efforts, along with 10 to 15 supervisors and 10 support staff.

Governor Jane D. Hull, with support from the GCWP, directed the use of up to \$500,000 from unallocated 10% governor's set aside funds to implement a forest clean-up and restoration youth employment program. She also gave approval to tap into the \$1.1 million in dislocated worker funding the GCWP had set-aside after the September 11 disaster, as needed, to rebuild the local economic base.

One plan of action was the implementation of a youth conservation program that would immediately employ youth ages 18-21 in the impacted areas, providing training, employment and a means for reforestation. The "White Mountain Youth Corps" is a 46-week program that is providing training, education sessions and employment opportunities for the youth impacted, and meets the goals and requisites the Governor established in allocating funds to the disaster areas.

The "Rodeo-Chediski" fire consumed more than 470,000 acres of forestland. The loss will continue to have a profound effect on two of the state's most impoverished counties, Navajo and Apache. Prior to this disaster, more than 60 percent of the White Mountain Indian Tribe's population was unemployed, and the existing economy was heavily dependent on forestry operation.

Our original mission was to serve and enable the citizens of Arizona who experienced employment crises as a result of the devastating fires in our state. With the financial support from the NEG, and the reallocation of Governor Set-Aside funds, the State of Arizona was strategically positioned to support the hundreds of dislocated workers who reside in the fire-damaged areas.

GOVERNOR'S COUNCIL ON WORKFORCE POLICY
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2002-2003

Ms. Linda Aguilar
Human Resource Manager
Spectra-Physics
Semiconductor Lasers

Dr. Bob Breault
Chairman of the Board
Breault Research

Mr. Fred Brown
FL Brown Enterprises
General Contractor &
Developer

Mr. Tom Browning
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Greater Phoenix Leadership

The Honorable James Carruthers
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Mr. Victor Chavez
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C&D Rent-All, Inc.

Mr. John Clayton
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Arizona Department of
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Ms. Donna Davis
Program Director, Jobs for
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Communities in Schools of
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Mr. Frank Thorwald
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Dr. Mary Vanis
Director, Center for
Workforce Development
Maricopa Community
Colleges

The Honorable John Verkamp
Arizona State Senator
State Capitol, Senate Wing

Ms. Janice Washington
President
J.C. Washington, C.P.A.

Dr. Vivienne Williams
Banner Health System

Cost Effectiveness (Statewide)

Resource Allocation and Effectiveness

The WIA Title IB allocation formula for adults and youth depends primarily on unemployment data. Two-thirds of the formula is based on excess unemployment² and “areas of substantial unemployment.”³ The Governor’s Council on Workforce Policy approved the distribution formula for WIA adult and youth funds in June 2000, for both PY2000 and PY2001. The Council voted to use a discretionary formula and allocate 70 percent of the adult and youth funds based on three factors weighted equally: relative number of unemployed individuals in areas of substantial unemployment, excess number of unemployed individuals, and number of economically disadvantaged. The “hold harmless” provision⁴ as authorized in the WIA was applied as necessary. The remaining 30 percent of the funds were based on the economic disadvantage factor.⁵ This approach tended to make funding levels more equitable among urban and rural areas.

Dislocated worker funds were distributed through a weighted four-part formula, which was changed for PY2001. Applying the formula factor weights approved for PY2000 caused significant shifts in funds away from urban areas where the state saw major increases in lay-off activity to rural areas with less activity and significant balances of unspent funds. As a result, the Governor’s Council approved the following factor weights: declining industries was the most important factor (80%), followed by plant closing/layoffs (10%), unemployment concentrations (5%), and long-term unemployed (5%). (Reference an allocation chart?)

Cost Per Participant

Cost Efficiency Analysis	Cost Per Participant
Overall, All Program Strategies*	\$1,943
Adult Program	\$1,864
Dislocated Worker Program	\$1,405
Youth Program	\$2,548
*Overall includes Administration Expenses	

Operating Results – Fiscal

Operating Results				
	Available	Expended	% Spent	Balance Remaining
Total All Funds Sources	\$82,051,681	\$555,886,566	68.11%	\$26,165,115
Adult Program Funds	\$12,401,296	\$10,306,974	83.11%	\$2,094,322
Carry in Monies	\$4,262,542	\$4,262,542	100.00%	\$0
Dislocated Worker Funds	\$6,298,021	\$4,223,824	67.07%	\$2,074,197
Carry in Monies	\$2,481,232	\$2,481,232	100.00%	\$0
Youth Program Funds	\$13,773,731	\$9,415,121	68.36%	\$4,358,610
Carry in Monies	\$3,938,717	\$3,938,717	100.00%	\$0
Out of School Youth	\$4,132,120	\$3,727,374	90.02%	\$404,746
In School Youth	\$9,641,611	\$5,687,747	58.99%	\$3,953,864
Summer Employment Opportunity	\$4,000,000	\$2,017,714	50.44%	\$1,982,286
Local Admin Funds	\$3,495,323	\$1,838,443	52.60%	\$1,656,880
Carry in Monies	\$756,952	\$756,952	100.00%	\$0
Rapid Response Funds	\$2,812,067	\$494,137	17.57%	\$2,317,930
Carry in Monies	\$2,283,090	\$2,061,684	90.30%	\$221,406
Statewide Activity Funds	\$7,000,123	\$2,371,793	33.88%	\$4,628,330
Carry in Monies	\$4,774,856	\$2,302,312	48.22%	\$2,472,544

Note: Unable to provide info on Cost-Effectiveness and financial Position at this time. Have contacted DOL for assistance and waiting for reply. Will have data by 1/21/03 revision.

Table M: Participation Level

	Total Participants Served	Total Exiters
Adults	7,813	4,005
Dislocated Workers	4,771	1,885
Older Youth	887	347
Younger Youth	4,353	1,466

²Excess unemployment is defined as the number of unemployed individuals that represents the higher of: 1) 4.5 percent of the civilian labor force in the state, or 2) 4.5 percent of the civilian labor force in areas of substantial unemployment in the state.

³The term “area of substantial unemployment” means any area...that has an average rate of unemployment of at least 6.5 percent for the most recent 12 months.

⁴When applying the “hold harmless” provision, a local area must not receive an allocation amount for a fiscal year that is less than 90 percent of the average allocation of the local area for the two preceding fiscal years.

⁵70 percent of the lower living standard income level

Adult Programs

Through local one-stop offices that are a part of Arizona's Workforce Connection, adults can access a continuum of services organized into three levels. **Core services** are available to all individuals age 18 years and older and include job search and placement assistance, access to information relating to local occupations in demand and earnings, an initial assessment of skills levels, and information on supportive services.

Priority for **intensive services** and **training services** must be given to recipients of public assistance and other low-income individuals where WIA funds are considered limited. Employed and unemployed adults may also be served if they are in need of services to obtain or retain employment that allows for self-sufficiency. Each local workforce investment area defines self-sufficiency requirements, based on such economic factors as prevailing wages and unemployment rates. Intensive services can include literacy activities, a comprehensive assessment, counseling and career planning, and short-term services to enhance skills.

For adults unable to obtain employment through **intensive services**, they may receive **training services** linked to employment opportunities in their community or in another community to which the individual is willing to relocate. **Training services** include occupational skills training, on-the-job training, and customized training conducted in coordination with an employer. **Training services** must be provided in a manner that maximizes choice to the consumer.

Table B: Adult Program Results At-A-Glance

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	65	75.0%	1,627
			2,168
Employment Retention Rate	79	80.6%	1,594
			1,978
Earnings Change in Six Months	2918	\$1,854	\$3,414,111
			1,841
Employment and Credential Rate	46	57.0%	399
			700

Table C: Outcomes for Adult Special Populations

Reported Information	Public Assistance Recipients Receiving Intensive or Training Services		Veterans		Individuals with Disabilities		Older Individuals	
Entered Employment Rate	64.0%	155 242	75.0%	117 156	61.0%	94 154	72.3%	125 173
Employment Retention Rate	77.3%	136 176	79.1%	106 134	68.6%	81 118	81.4%	118 145
Earnings Change in Six Months	\$2,221	\$359,854 162	\$472	\$60,863 129	\$1,265	\$135,387 107	\$412	\$51,882 126
Employment And Credential Rate	63.4%	71 112	59.6%	28 47	64.4%	29 45	53.2%	25 47

Table D: Other Outcome Information for the Adult Program

Reported Information	Individuals Who Received Training Service		Individuals Who Received Only Core and Intensive Services	
Entered Employment Rate	76.9%	433 563	74.4%	1,194 1,605
Employment Retention Rate	79.9%	445 557	80.9%	1,149 1,421
Earnings Change in Six Months	\$2,370	\$1,204,001 508	\$1,658	\$2,210,110 1,333

Success Stories Related To Adult Participation

When Fred came to Cochise County Workforce Development, (CCWD) he had recently spent an extended amount of time in substance abuse rehabilitation. He had no transportation, or means of support, and lived in a cave. Fred spent time exploring careers, and decided to focus on working with computers. He chose training in Tucson, to earn A+ and Network+ certification. While in training, he was able to get housing through the Jackson Employment Center. Within a month of entering training, Fred was employed by a Microsoft call center, as a Computer Support Technician. With the assistance from CCWD, Fred is employed, owns a car and a cell phone, and is no longer homeless.

Cindy, a single mother of a physically handicapped daughter and two other children with learning disabilities volunteered at a local non-profit agency through the JOBS program. They referred her to the Coconino County Career Center where she was set up in a subsidized work experience at that same agency. In addition, she was enrolled in some entry level computer courses, the Success Skills workshops, and given coaching from staff on managing her time more effectively, and devising methods to access community support resources. She moved into an On the Job Training position subsidized by the Career Center. Now Cindy efficiently manages the front office and successfully balances full time work with mothering.

In the fall of 1998, Rhonda came to the Coconino Career Center seeking help in finding a career. She suffered a profound hearing loss and severe depression. She became a student at Coconino Community College. Through the work of the then JTPA program, Vocational Rehabilitation, Social Security and the college disabilities program, Rhonda excelled academically and her health and depression improved drastically. She continued her education and graduated in May 2002 with an AAS in Computer Software Technologies and an AA in General Studies. Rhonda's goal now is to finish her education so she will be employed in the future in a career that will provide her with skills to help others and the financial means to support herself without the need of social security benefits.

This adult participant graduated from high school, received a welding certificate from CAC, and worked for BHP Copper in San Manuel as an underground miner. In the fall of 1999, he enrolled into the Gila/Pinal JTPA Adult Program in order to further his education and look for a career change. In June of 2001, he received both AA and AS Certificate in Education at CAC having maintained an "A" average and the Dean's List. That summer, he began a Work Experience with Central Arizona Association of Governments as an MIS Tech. In September, he was offered a full-time position as a Case Manager and is currently the Training Manager in the Superior One-Stop Center.

It has been well documented that there is a 16% shortage of Nurses in Arizona, compared to 11% nationwide. Eastern Arizona College offers an AAS Degree in Nursing. Graham County fully supports the program and provides services to the Nursing Students including assessment, needs related payments, uniforms and supplies, tuition, books and travel allowances while attending clinical training at out-of-town hospitals.

Thirteen of the twenty graduates exiting the Eastern Arizona College Nursing Program with AAS Degrees were WIA Participants. All of the graduates passed the State Licensing Exam to become Registered Nurses and are currently working in hospitals throughout the State at an average wage of \$17.50 per hour. Six of the thirteen WIA graduates are working at the local hospital, Mt. Graham Regional Medical Center.

The Graham County WIA Program believes that this is one of best services it offers to the community in terms of providing necessary training for jobs that are available locally, statewide and nationwide. Eastern Arizona College is planning to double the enrollment level for the coming year and depending on the availability of funds, Graham County also hopes to assist in recruiting for this program.

Wes came into the La Paz Career Center in November of 2000, and met with staff members to discuss his needs of employment. They helped him get on the Internet to do his job search. He found some openings and updated his resume with the staff's help. He contacted Peri Formwork System, Inc., the largest concrete firm in the world and soon started a new job at triple his previous salary with full benefits. He received \$2500 for moving expenses to Florida and assistance in locating a place to live. He

started with 6 weeks training in Baltimore, and then went to Germany for an additional 4 weeks training.

T. is a success story from PHASE (Project for Homemakers in Arizona Seeking Employment). She is a displaced homemaker with an incarcerated husband and two daughters under the age of five, and is herself an ex-offender. She was unemployed when she entered the Pima County program and had a poor work history. She had childcare, family and financial issues to resolve. T. decided to become a truck driver since she was familiar with the trucking industry via her brother's family business, and her mother had also worked as a truck driver. She earned her Commercial Driver's License (CDL) on August 23, 2002 from Southwest Truck Driver Training. She has since been employed by Dusty Duds Excavating as a driver at an entry-level wage of \$10.00 per hour and was certified in a PHASE Flagging Workshop on Sept. 28 to perform flagging duties on construction jobs.

M. was incarcerated at Southern Arizona Correctional Release Center (SACRC), when she first attended a PHASE Job Skills class. She is a 41 year-old woman with a tenth grade education, and a history of substance abuse, but has been "clean" for 4 years. She was charged with a felony for theft and violation of parole. With some experience in managing her own landscaping business and some construction experience she was interested in completing her GED and then entering the construction field. When she was released, her parole officer required that she find employment that would support her and an approved living setting. Through the Pima County One Stop Center she has fulfilled both of these requirements, and is employed as a janitor, driver and landscape worker for the Salvation Army. This job is full time, pays \$7.00 per hour, and is a supportive place for her to be working.

G. came to the Pima County One Stop Career Center because he wanted to become a truck driver. At the time he was not working, but receiving SSI because of a learning disability. He completed an assessment and enrolled in truck driver training to attain a Commercial Driver's License (CDL), and job as a truck driver. He met with Don McMurrich at American Driving Institute where they showed much care and concern for him and worked an extra six weeks to build up his confidence and mapping skills to be able to pass his CDL testing. After eight weeks of hard work and excellent grades (all A's and A-'s), he received his CDL with all of the appropriate endorsements. A former student of ADI was looking for a driving partner and helped him get a job with Prime Inc. as a driving team member making \$595.00 per week plus benefits. He is so proud to be able to provide for himself and not have to depend on SSI for his income.

Connie is a dedicated mother who shares income responsibilities for her large family with her husband. Having been laid off her part-time position as a cafeteria worker at our local community college, she visited our EWD office for assistance with job procurement. Connie had married at a young age and subsequently dropped out of high school in order to raise a family. She discovered through the course of time, that her decision to drop out of school had unfortunate consequences to her employability and her sense of self worth. As a result of Connie's participation in the Yavapai County

WIA programs, she achieved her general equivalency diploma, and with the assistance of her case manager, was able to secure an on-the-job training as a back-office medical clerk. Her confidence in her own self-worth has soared, and she is thrilled with the opportunity to gain instruction in a career that is a key component in a medical office setting, with the promise of a secure future at a competitive and viable wage.

Boyd came to us at Yavapai County directly from prison. AGM (a generator repair shop) was willing to give him a job and we began an OJT. He has gotten additional training and received a raise within the first two months because of his good work ethics, ability and willingness to learn new skills. He is a very important part of his employer's small business and continues to grow in this position.

Cindy's story of success can be inspirational to all of us in Yuma County. As a single mother, Cindy knew she needed vocational training to obtain the job she had to have in order to be self-sufficient. She did a 3-month work-experience as a receptionist with Crossroads Mission and gained skills that got her into an on-the-job training position for Office Assistant at Sierra Pacific Mobile Home Community. She maintained her high personal expectations, kept learning new skills, and before long was promoted to Assistant Manager. Shortly following her promotion, Cindy was offered the opportunity to move into the Mobile Home Park to live in a brand new mobile home rent-free. Living on site provides "round the clock" personnel for managing the park, but it also makes Cindy self-sufficient along with all her hard work.

As a single mother of two, **Suzett** fully realized that she needed vocational training in order to find a career that would support her family. Suzett accepted a volunteer service assignment with the elderly at LaMesa Rehabilitation & Care Center. Some of the staff there noticed her patience with these people and the empathy she had for them, so they encouraged her to join the Certified Nursing Assistant training at YPIC. With two children, a volunteer work schedule, the grinding schedule of the CNA training, homework, AND no transportation, it would have not been unreasonable for Suzett to give in to her barriers, but she never even showed signs of being weighed-down, says her Case Manager, Hilda. In fact, Hilda states that Suzett was often an inspiration to others in the CNA training class and that Suzett has set a new standard for dedication.

When **Priscilla** sets a goal, she wastes no time in achieving it. Priscilla, who had only an 8th grade education, had been busy raising her children for six years when she decided she wanted to make a contribution to help people and to be a better role model for her kids. She came to YPIC for assistance. Priscilla spent three very committed months in the GED Preparation program so that she would be able to obtain her certificate. Her YPIC Instructor, Alicia Huizar, describes Priscilla as goal-oriented and determined. Following her GED certificate, Priscilla began YPIC's customized training for Teacher's Assistants, and her Case Manager, Hilda immediately recognized this young woman's drive and determination. Priscilla accomplished both her educational goal and her occupational goal in just over six months, and she even earned 9 college credits toward her Child Development Associate degree in the process. She is now

employed at WACOG Headstart and she is busy making that contribution she so desired.

Multiple tragedies have rocked the life of **Patricia**, a stay-at-home Mom, who suffered two major losses in her life and became responsible for raising her teenage daughter alone. She was unable to find employment because she lacked work experience. But rather than focus on the bleak future, Patricia found the strength to seek help. She was placed in a work experience position as a Newspaper in Education Assistant at The Sun newspaper. During her work experience program, Patricia was occasionally asked to cover the switchboard at the newspaper office – a switchboard notorious for inducing enough stress to send the operator screaming through the hallways. But Patricia's supervisor, Karen, noticed that the hectic switchboard duty didn't seem to faze Patricia. Her experience in raising a family had expertly trained Patricia in the art of multi-tasking, and she was able to handle any customer in a courteous and professional manner. The Sun quickly put Patricia into this position permanently. When grief, tragedy, and inexperience could have overwhelmed her life, Patricia displayed strength of character. Her Case Manager, Cindy, says she greatly admires Patricia's determination and courage.

Dislocated Worker Programs

In order to assist individuals who have lost their jobs through no fault of their own, local one-stop offices in the Arizona Workforce Connection provide re-employment and training services. Because many of these individuals are unemployed or have received a notice that they will be unemployed as a result of mass lay-offs and plant closings, state and local teams react quickly in order to ensure that the affected workers are informed of the services available to them. The first responsibility of these rapid response teams is to provide information and access to services to allow the workers to transition to new employment as quickly as possible. This includes access to all three levels of services as described under the Adult Programs section.

During Program Year 2001, there were ____ rapid response events through Arizona impacting ____ workers.

Table E: Dislocated Worker Program Results At-a-Glance

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	78	86.8%	1,097
			1,264
Employment Retention Rate	88	85.1%	933
			1,097
Earnings Change in Six Months	91	85.9%	\$10,186,267
			\$11,855,519
Employment and Credential Rate	46	64.2%	426
			664

Table F: Outcomes for Dislocated Worker Special Populations

Reported Information	Veterans		Individuals with Disabilities		Older Individuals		Displaced Homemakers	
Entered Employment Rate	87.5%	119	85.4%	35	82.7%	153	76.2%	16
		136		41		185		21
Employment Retention Rate	84.0%	100	80.0%	28	75.8%	116	81.3%	13
		119		35		153		16
Earnings Change in Six Months		\$1,301,895		\$265,922		\$1,266,934		\$115,057
	81.5%	\$1,598,206	69%	\$384,935	67.2%	\$1,884,376	110.0%	\$104,581
Employment And Credential Rate		44		12		54		7
	57.1%	77	63.2%	19	62.8%	86	53.8%	13

Table G: Other Outcome Information for Dislocated Worker Program

Reported Information	Individuals Who Received Training Service		Individuals Who Received Only Core and Intensive Services	
Entered Employment Rate	87.2%	579	86.3%	518
		664		600
Employment Retention Rate	85.1%	493	84.9%	440
		579		518
Earnings Change in Six Months	88.4%	\$5,528,215	83.1%	\$4,658,052
		\$6,252,585		\$5,602,934

Success Stories Related To Dislocated Worker Participation

This dislocated worker was a track repairman for Arizona Eastern Railroad enrolled in the REPAC Dislocated Worker Program in August 2001. Although undecided about his future he did extensive research and decided on the medical field. For eight months, he drove to Phoenix from Globe every day to attend class, was the sole support of his family and sustained a 4.0 grade point average throughout his program without missing any classes. He received his Physical Therapy Technician Certificate on June 1, 2002, was acknowledged for his scholastic achievements and obtained full-time employment at the local rehabilitation center. He is very excited and absolutely loves the challenges and satisfaction that his new career has brought him.

J., a manufacturing production coordinator with Honeywell in Oro Valley, was laid off after 17 years. She attended a rapid response workshop, registered for the Pima County WIA program, was assessed and decided to re-train as a Professional Medical Coding Specialist. She completed the Professional Medical Coding Specialist training in just six months at Pima Community College's Center for Training and Development, and was immediately hired by Northwest Medical Center as a Central Scheduler. She took the national AHIMA CCS-P exam in June 2002, passed it, applied for and got a Coordinator position to run the National Association of Senior Friends chapter at Northwest Medical Center. She has found her niche in a stable new career, earning a much higher income than she was at the time of dislocation.

Jennifer had been employed in the child development field and was unemployed for nearly 10 months, but what she really wanted in a job was a change in careers. Jennifer possessed some occupational skills because she'd helped in a family business, but she lacked the formal training to change careers. At Arizona Western College she was enrolled in the Medical Front Office training program where she approached her education with enthusiasm and strong commitment. At the completion of her training, Jennifer had only one day to wait for that career change. The following day, Jennifer started in her new position as receptionist in Dr. Patrick Farrell's Office in the Foothills.

After 13 years of employment, **Roy** was laid off from a mining company. As you can well imagine, starting over was a very depressing prospect to Roy. He came to YPIC without education but with plenty of work experience. He was enrolled into GED preparation, and shortly afterward successfully obtained his certificate. Roy was extremely determined to gain employment, and he was seriously focused on being a positive example to his son whom he'd been raising alone. Roy went on numerous interviews, even as far away as Scottsdale, and was eventually hired by Seller's Crane Service. Now, Roy's new employer is benefiting from the years of experience Roy spent as a responsible, committed, thorough, and prompt employee. They are glad to have him, and Case Manager, Leticia, has enjoyed seeing Roy attain his career advancement and educational goals.

Youth Programs

One of the guiding principles upon which the Workforce Investment Act (WIA) was written includes *improved youth programs*. Rather than supporting separate, categorical programs, youth programs encompass the provision of a broad range of coordinated services. Under the leadership of the Youth Council, local workforce investment areas are given greater flexibility in designing local youth programs that address opportunities for assistance in academic and occupational learning, development of leadership skills, and preparation for further training and education.

Youth ages 14-21, whether in school or out of school, can learn and acquire skills, establish career and educational goals, and can benefit from peer-centered activities to encourage responsibility and other positive social behaviors. Individualized assessments allow youth opportunities to be more closely linked with local labor market needs and community youth programs and services.

Table H: Older Youth Results At-a-Glance

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	56	66.3%	183
			276
Employment Retention Rate	77	79.3%	172
			217
Earnings Change in Six Months	2,382	\$2,437	\$492,308
			202
Credential Rate	38	41.9%	140
			334

Table I: Outcomes for Older Youth Special Populations

Reported Information	Public Assistance Recipients		Veterans		Individuals with Disabilities		Out-of-School Youth	
Entered Employment Rate	62.7%	32	0.0%	0	46.2%	6	74.6%	126
		51		0		13		169
Employment Retention Rate	82.4%	28	0.0%	0	88.9%	8	79.1%	117
		34		1		9		148
Earnings Change in Six Months	\$1,978	\$61,312	-\$1,384	-\$1,384	\$1,885	\$15,082	\$2,634	\$360,880
		31		1		8		137
Employment And Credential Rate	40.0%	22	0.0%	0	25.0%	4	47.3%	97
		55		1		16		205

Table J: Younger Youth Results At-a-Glance

	Negotiated Performance Level	Actual Performance Level	
Skill Attainment Rate	62	84.7%	3,182
			3,755
Diploma or equivalent Attainment Rate	47	44.1%	237
			538
Retention Rate	53	43.2%	197
			456

Table K: Outcomes for Younger Youth Special Populations

Reported Information	Public Assistance Recipients		Individuals with Disabilities		Out-of-School Youth	
Skill Attainment Rate	75.4%	258	89.1%	539	69.1%	141
		342		605		204
Diploma or Equivalent Attainment Rate	45.6%	41	68.3%	43	11.4%	5
		90		63		44
Retention Rate	31.6%	24	37.5%	18	41.2%	47
		76		48		114

Success Stories Related To Youth Participation

In addition to serving the general youth population in the Phoenix Local Area, the Phoenix Workforce Connection Youth Initiatives Committee (Youth Council) identified the need to provide youth services for the following youth special populations: 1) pregnant and parenting teens, 2) youth offenders and 3) homeless youth. As a result of the Request for Proposal for Youth Special Youth Populations, the Phoenix Local Area will provide services to meet the special needs of 55 youth offenders, 50 pregnant and parenting teens and 50 homeless youth 14 to 21 years of age. These programs will focus on assisting youth with remaining or returning to high school.

A painfully shy Native American teen became a client of the Coconino County Career Center two years ago. Computer work was interesting and easy for him to grasp, so he worked for the County Information Systems Department. He grew in confidence and self esteem as his computer skills increased and was admitted to the University where he plans to major in computer science. He gained so much self-confidence that he was willing to speak in front of fifty people when honored for receiving his diploma and again at the end of the summer when asked to share highlights of his work experience to encourage other young people!

This youth participant entered into the Gila/Pinal WIA Youth Program in September 2000. She graduated from high school but had never worked. She lived with her parents and at the time was receiving food stamps. Her goal was to become a Dental Assistant. She enrolled in the Dental Assistant Program at Pima Medical Institute. She started training in January 2002 and received her Dental Assistant Certificate in August of 2001. She maintained a GPA of 4.0 throughout her training while working as a Lab Assistant at the U of A under a Work Experience. She is now

employed at Tanque Verde Dental in Tucson as a Dental Assistant earning \$9.00 per hour and commutes daily to Tucson from Mammoth. This youth participant was determined to meet her goals and be successful.

In January 2001, this 18 year-old youth participant with one child, lived with her parents and was receiving food stamps. She enrolled into the Gila/Pinal WIA Youth Program while she was working as a waitress earning \$2.50 per hour. Her educational goal was to obtain a certificate in Office Administration at Central Arizona College. She obtained a Work Experience at Pinal County Probation Department as an Administrative Clerk and was then hired by Pinal County as an Administrative Clerk. She is now earning \$10.00 per hour and she is continued her classes at Central Arizona College and received her Office Administration Certificate in May of 2002.

A., a 20 years old, single mother of two kids, first heard about the Pima County WIA Youth program through the Tucson Urban League (TUL). She came there in the spring of 2001 looking for a job and was assessed as reading at the sixth grade level. A. was enrolled in a program combining paid work experience and basic remedial education. On Mondays and Wednesdays she worked at a local non-profit agency practicing basic clerical tasks, and concentrated on maintaining a strong attendance and work record. On Tuesdays and Thursdays she attended education classes at TUL featuring self-paced instruction with lots of individual attention. On Fridays she attended a series of employability skills workshops learning how to manage her money and her time; created a professional resume and job application template; and practiced interviewing techniques and oral communication through group activities. She received support for other services such as childcare, and received bus passes and clothing vouchers. At the end of the seven-week program A. demonstrated reading skills at the 7th grade level, better still, Derechos Humanos offered her an unsubsidized job with the small organization. She has been there fifteen months and her pay was recently increased to \$9.00 per hour. She and her two children recently moved out of her mother's house and into their own apartment. She will continue in the WIA Youth program and enroll at Pima Community College next spring and work towards a career in social work.

Z, a 17 year-old whose father had killed her mother and then himself, lived with her older sister until she could no longer keep up the payments on the family home. Z. became homeless when the bank foreclosed, and moved into a hotel with her boyfriend. Her school referred her to the Pima County WIA Youth Program where she hoped they could help her get a job. Her youth services specialist at Tucson Youth Development convinced her to stay in the alternative education program she was attending, and offered her a subsidized, after-school work experience position at Youth On Their Own. Here she not only learned basic employability skills through her job as a receptionist, but she also learned about the organization's peer support network for youth in her situation. She was in constant contact with her case manager and received help with enrolling in public health insurance, pregnancy prevention services, clothing assistance and grooming packs. After graduation last spring, Youth On Their Own hired Z. as a student liaison for their mentorship program at \$6.50 per hour. Her case manager

assisted her in applying for a PELL grant and enrolling at Pima Community College, and Youth On Their Own awarded her a 1,000 scholarship.

Vana, a high school student and mother of one child, is working part-time on a Yavapai County WEX as a dental assistant while finishing school. She has successfully completed her dental assistant training and will take x-ray certification classes in the spring '03 at Northern Arizona University after which she will be eligible to be board certified. Vana has shown a lot of determination and maturity beyond her age. The dentist she is working for is very pleased to have helped a young person and acquired a very capable assistant.

Shelly came into our Yavapai County program as a summer youth participant. When that job did not work out, she was transferred to the Chamber of Commerce. Her maturity and wonderful people skills have earned her a permanent position with the chamber. Her new duties include assistance publishing the monthly newsletter and obtaining their monthly Mixer raffle donations and completing 20 monthly News Briefs for that newsletter while answering the phones and meeting, greeting, and assisting visitors. Shelly demonstrates enthusiasm and energy for her job. She has remained in school with above average grades.

Andres is a determined young man who began this success journey with no transportation. Many of us take for granted our means of transportation – but it is extremely difficult to maintain employment without a vehicle to get you to work. When Andres started his work experience at Barry's Repair Shop in Yuma, he made use of Dial-A-Ride even though their schedule was often very difficult for him, sometimes picking him up at 4:30 a.m. and leaving him at work two hours before opening. During his work experience as a basic automotive mechanic, Andres showed initiative to learn new skills, a positive attitude, and the ambition to succeed, and that earned him a promotion to Line Technician at Barry's Repair Shop when his work-experience was completed. Andres continues his hard work and his determination shows. Barry King, owner of the Repair Shop, teases that he'd like to clone at least five workers like Andres.

Another young achiever is **Viridiana**, who came from a migrant seasonal farm worker family. Viri decided that she was interested in a career in Business Administration, so YPIC Youth Services placed Viri in a work experience position as an office clerk at Chicanos Por La Causa. Viri began to learn new skills like customer service techniques, answering phones, and maintaining statistical data, but she also learned the importance of punctuality, participating in team projects, meeting objectives, and task completion. When she finished with her work experience, Viri went on to her final year of high school and Chicanos Por La Causa offered her a part-time position because of her dedication. When she graduated in the Spring of 2000, Viri was offered a full-time position as the Administrative Assistant at Chicanos Por La Causa. Today, Viridiana is serving as a role model to other young women, and she recently accepted a nomination to serve as a member of the Yuma County Workforce Investment Board's Youth Council.

Emeterio came to us at Yuma County with no idea of what the future held. He didn't know what he wanted from life, and he had no job skills or education. Case Manager, Leticia, enrolled Emeterio in our Basic Education program to raise his education levels and to earn high school credits toward a diploma. He was also provided a work experience as a stocker at Factory 2-U which later led to full-time employment because of his commitment to his work. Eventually Emeterio obtained his high school diploma, and he has dreams of continuing his education. In the meantime, he works hard to assist his parents in supporting his younger siblings. He is obviously setting a tremendous example for his family, but his employer says he's a model employee, too. Leticia, his Case Manager, believes his persistence and ambition will lead him to many brighter horizons.

Partnerships

Collaboration is at the heart of the system-building achievements and continued development of the One-Stop system in Arizona. In PY 2001, amid significant challenges involving integration of partner services, data tracking and reporting, and broadening relationships with employers and faith-based organizations, the state's Local Workforce Investment Areas engaged in the kind of substantive strategic planning and partnership development critical to meaningful performance achievement.

The information presented in the following pages highlights those collaborative efforts among our Local Workforce Investment Boards, One-Stop partner agencies, and other community organizations that have continued to build upon a progressive vision of service delivery which encompasses -

- Cooperation among workforce professionals
- Customer satisfaction among the program participants and the business community
- Leadership responsive to the many challenges unique to Arizona's local workforce investment areas

Phoenix Workforce Connection

Bridging the skills gap, strengthening economic and workforce partnerships, and developing the skills of One-Stop professionals were the primary focus of three initiatives undertaken by the Phoenix Workforce Connection (PWC) Board. The PWC and all of the mandated One-Stop partners, as well as other public and private organizations and agencies, were involved in providing direction and/or participated in the development of these PWC initiatives. As a result of a concerted effort to address workforce system enhancements systematically as opposed to individually per program, a remarkable synergy evolved among partners. The synergy built connectivity where little had previously existed and provided the impetus for the PWC's collaborative undertakings during PY 2001.

Initially, a small group of collaborators was invited to the table to discuss the feasibility of submitting two grant applications to the U.S. Department of Labor for additional funds, to specifically address skill shortages currently facing the business community. Each partner was encouraged to identify other potential partners and, as a result, more than twenty private and public partners participated in the development of the grant applications, including the Maricopa County Human Services Department, the Arizona Department of Economic Security, the Maricopa Community College Administration, the Arizona Department of Commerce, and Goodwill of Central Arizona. In January 2002, partners collaborated on a Work Incentive Grant proposal to provide funds to augment the existing One-Stop programs and services to ensure programmatic access and seamless service delivery for people with disabilities. As of this writing, this proposal is still pending. Additionally, partners developed a scope of work for an H-1B grant

solicitation. This proposal required a 50% match toward which each of the partners contributed. The City of Phoenix took the lead in writing the proposal, which was submitted to the DOL in April 2002. Ultimately, a grant of \$1.7 Million was awarded.

The City's Community and Economic Development Department (CEDD) and the Workforce Connection Division (WCD) of the Human Services Department have always had an informal working relationship. However, a unified resolve to deliver services to employers in tandem was missing. To strengthen this relationship, several steps were taken. Management from both departments met to formalize an agreement and to develop an action plan. Partnership meetings were held, with discussions geared toward strengthening the existing partnership, culminating in a WIA partner retreat on September 16, 2002.

In PY 2001, National Workforce Development Professional Certification of One-Stop staff became a One-Stop initiative. In May 2001, the City of Phoenix and the Maricopa County One-Stops hosted a regional One-Stop conference, offering selected workshops that delineated the rigorous requirements of NWDP certification. Staff selections are in progress for participation in the certification process.

Pima County Workforce Investment Board

The Pima County Workforce Investment Board initiated development of a comprehensive workforce development plan over a period of eight months, which involved over 250 people in numerous organizations. The plan identifies, as a priority, development of training in fast-growing industry sectors and strongly emphasizes employer-driven training, as well as the creation of a corporate technology training center in the Southern Arizona Institute of Advanced Technology. The initial focus of the plan was on the plastics industry, which projected significant job growth over the next two years and for which workforce shortages were a key concern.

The Pima County LWIB developed its plastics training initiative through the shared expertise, resources and vision of high-tech clusters, economic development organizations, the community college district, and the workforce system. Co-sponsorship of the initiative by the Southern Arizona Institute of Advanced Technology and strong support from the Plastics and Advanced Composite Materials Cluster led to awarding of a USDOL Sectoral Demonstration grant to the Pima LWIB to support the initiative. The training project was piloted in two parts. The first part - Injection Molding Processes - targeted machine operators and other incumbent workers in plastics who wished to upgrade their skills to become process technicians. The second part - Injection Molding Principles and Machine Operation - offered training to older youth to fill entry-level positions in the plastics industry. Through the County's Youth Opportunity Grant, each youth was eligible to receive a training stipend.

In all, forty-two individuals either upgraded their skills or now have the entry-level skills for employment in the plastics industry. Through clearly-defined goals, regular communication among partners, ongoing participant tracking and feedback, and a clear understanding of customer needs, the Pima County LWIB successfully met employer needs and connected the right workers with the right employment opportunities.

Cochise County Workforce Development, Inc.

In Cochise County, the Young Offender Initiative was developed out of a need for agencies providing youth services, to develop a coordinated and formal plan for enhancing services to high-risk youth. Recognizing that multiple agencies were serving youth with no formal service plan for coordination and referral, the Young Offender Initiative sought to formalize this process. Cochise County Workforce Development (CCWD) brought together representatives from the county's entire juvenile justice system, a local behavioral health provider (SEABHS), a local community group called GRAPE (Gang Reduction Awareness Prevention and Education), educators, and area faith-based organizations to create the formal process. The Youth Council was earmarked to provide oversight, and members became directly involved in the provision of services. Responsibilities of all parties were spelled out in Memorandums of Understanding.

A system of referral and case management was developed among four different agencies representing juvenile justice, workforce development, education, and behavioral health. In addition, CCWD staff were slated to receive mental health, as well as drug and alcohol training from SEABHS personnel. A service matrix helped identify areas where services were lacking, and provided the basis for resource sharing, as well as the decision to apply for a federal Young Offender Demonstration Grant. With a long-range implementation plan in place and benchmarks to track progress, the Youth Offender Initiative exemplifies the holistic approach to service delivery that characterizes successful programs for high-risk youth.

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In its ongoing efforts to formalize collaborations with multiple agencies, CCWD spearheaded an adult initiative through financial assistance from the state incumbent worker program. The initiative sought to provide certified nursing assistant (CNA) training to basic skills deficient adults. Again, the goal was to address a serious shortage of workers, but also to assist adults with an interest in the medical field, who had no formal training. First, with endorsement from the LWIB, CCWD conducted an intensive outreach effort to garner support from regional health care facilities. CCWD then brought to the table decision-makers from Pima County, the Cochise College School of Nursing and the college's Adult Education Department. Through this partnership, a basic skills component was added to the college's CNA program, so that educational barriers could be addressed systematically and the CNA program could be opened up to those who otherwise would not have been eligible. The adult initiative also included instituting a similar strategy for other career shortage fields in the region,

effecting a process of partnership development that is a "win" for employers, educators, and WIA.

Navajo County Career Development, Inc.

One-Stop customer pre-applications and informational interviews indicated a significant interest in clerical and computer skills training, particularly among single mothers. The employer need for such training in the local area was supported by current occupations-in-demand statistics, as well as local entry-level employment openings posted with the state's Employment Security Administration. After initial inquiries to Northland Pioneer College confirmed student interest in clerical and computer careers, Navajo County Career Development (NCCD) set up a series of planning meetings that included NCCD One-Stop partners and directors of business and industry training at Northland Pioneer College. The mission of the partnership was two-fold: (1) to design quality training that would provide the target population, single parents, the education and supportive services needed in an atmosphere designed to address their special needs, and (2) to provide local employers with better qualified applicants to fill entry-level positions in clerical and computer positions.

Given the number of barriers and levels of crisis management expected in working with the single parent population, the college supported NCCD's recommendation that each class offer multiple start dates and be designed based on graduated levels of difficulty. This would give students the opportunity to realize small successes while building self-esteem and the commitment to complete training. Other unique aspects of training design included a dedicated classroom, intensive case management for trainees, weekly monitoring of progress by college staff, a paid internship component, and instructors representing fourteen different employers who had a vested interest in producing competent, computer-literate office staff. Training consisted of an average of seventeen college credits in classes ranging from records management and business grammar to Microsoft applications in a Windows environment.

Once curriculum design had been completed, newspaper ads and flyers were prepared for the recruitment effort. Through the network of One-Stop partner agencies and other organizations in the community, referrals to the program were made and support services such as child care and clothing were made available for trainees. Within three weeks of advertising the training, forty-five applicants had been assessed for program participation. As of this writing, eighteen students are enrolled in the program, with graduation anticipated in December 2002.



**Maricopa Workforce Connections
Maricopa County Workforce Development**

The City of Phoenix is located within Maricopa County, yet each represents a separate Local Workforce Investment Area. During the past several years, particularly with the

advent of WIA, the County and City LWIBs have recognized the value of joining together as workforce development partners to provide the best possible services to local customers. One primary customer group, employers, became the impetus for a joint initiative shared by the two LWIBs to increase awareness, participation, and the satisfaction of employers in the workforce development system. This system, as viewed by the two LWIBs, must encompass a county-wide, self-sustaining partnership of employers, elected officials, industry professionals, and organizations dedicated to a multi-skilled and motivated workforce.

During the past program year, Maricopa County's Workforce Development Division (WDD) staff, along with peers from the City of Phoenix, Maricopa County Community College District, and the Arizona Department of Economic Security, have participated in a number of activities specifically intended to decrease duplication of services and present a unified front to the business community. Among these activities are:

- (1) The Employer Planning Team consisting of management level staff from each of the four entities, who plan overall coordination of services to employers, develop customer satisfaction surveys and propose an appropriate mix of employer services.
- (2) Joint Maricopa County and City of Phoenix committee meetings held to plan for and develop joint marketing materials that represent the entire local workforce system; organize an annual employer recognition event; implement a business satisfaction survey used by the entities; and develop a soft skills assessment process that will be available to businesses.
- (3) The Valley Employment Partnership Job Fairs that are a series of regional, low-cost recruitment venues that provide an opportunity for participating employers at each fair to connect with numerous job applicants at single locations within a short period of time. A minimum of three job fairs is held yearly in various parts of the county. In PY 2001, the Valley Employment Partnership sponsored its largest-ever job fair attended by over 16,000 job seekers and included 186 employers.
- (4) An Employer Recognition Event, planned by a joint committee of City of Phoenix and Maricopa County staff, which acknowledges employers for their continued support of the workforce development system. This event presents one of the best opportunities for generating media publicity about the workforce investment system.
- (5) Special Services to Employers, involving the coordination and commitment of several community partners to make access to One-Stop employer services more convenient for employers and their employees.

Through close collaboration and open dialogue between the Maricopa County and City of Phoenix LWIBs, quality service delivery to business customers continues to result in

decreased program costs, increased grant opportunities, and recognition of the important contributions that strategic partnerships have made toward workforce development.

Yavapai Resource Network Northern Arizona Council of Governments

In assisting their customers, WIA case managers often found that customer needs extended beyond what WIA program guidelines and budgets would allow. As a result, the Northern Arizona Council of Governments (WIA grant recipient for Yavapai County) developed an initiative to bring together numerous community and faith based organizations to promote a continuum of services through a cooperative network of providers. With endorsement from the LWIB and all WIA partner programs, NACOG moved forward to institute the Yavapai Resource Network. The network, which currently includes more than thirty-five social service agencies, is designed to function at the case-management level. It brings together case managers from each member organization bi-monthly in support of the following:

- (1) Develop One-Stop outreach strategies
- (2) Promote continuous training and cross-training of members
- (3) Eliminate duplication of services
- (4) Encourage coordination and cooperation
- (5) Share new knowledge
- (6) Evaluate current practices and develop their most promising aspects
- (7) Share resources
- (8) Ensure quality case management and co-case management
- (9) Increase access for customers to a full range of social services
- (10) Develop common referral processes and forms
- (11) Measure success through customer self-sufficiency and customer satisfaction

In PY 2001, the Yavapai Resource Network received national recognition from the Association of Economic Development Professionals for its efforts to provide a comprehensive mix of services to those in need.

Yuma Private Industry Council

Due to the seasonal nature of employment in Yuma County, the area is often faced with its highest unemployment rate between April and September each year. This is particularly hard on area youth who are out of school for much of this time period and who are looking for employment. In November 2000, Arizona Governor Jane Dee Hull selected the Carver Park Neighborhood in Yuma for a revitalization project designed to sustain public safety; improve socioeconomic conditions; restore the physical infrastructure; and provide residents the opportunity to live, work and participate in the community. Among the goals identified by the governor's office in revitalizing Carver Park were several related to assisting area youth with employment, education, and training. The Yuma Private Industry Council (YPIC), in conjunction with the City of Yuma, developed an initiative to help address the needs of Carver Park residents,

including a special summer program that addressed the needs of youth in the neighborhood.

The Yuma Workforce Investment Board and staff of YPIC were involved in the initiative from its beginning, taking an active role in setting goals related specifically to workforce development. With primary funding from the Governor's office and non-financial resources including strategic planning assistance from community organizations, financial institutions and other local businesses, as well as faith-based groups, a full range of services were made available address the needs of Carver Park residents. Residents were also asked to play an active role in determining and prioritizing needs. To date, the initiative's success is especially evident in the form of expanded youth employment, residents' participation in building trades apprenticeship programs, and their enrollment in ESL, life skills, and college preparatory courses. For example, of those with literacy needs, 225 have received literacy instruction and 240 youth have participated in the summer youth employment program. Private investment in the area has soared to over \$1.5 million.

As the initiative continues, YPIC and the Yuma Workforce Investment Board have benefited from their willingness to work collaboratively with other community organizations, through a collective realization of their expertise in workforce development .

Santa Cruz County Workforce Development

In today's skill-based economy, it is important for young people to gain work experience and build skills that will serve them well throughout their lives, as well as encourage them to complete their formal education. With this in mind, the Santa Cruz County One-Stop staff began working with the historic Nogales Main Street Board of Directors to focus on how downtown revitalization could bring the city's young people back to downtown through innovative work experiences. Ideas for such an initiative specifically targeted at-risk youth who generally did not respond well to more traditional work environments. From these discussions emerged an initiative called the "Youth Leadership Through Art" project. Support for the initiative came from many community segments including the Santa Cruz County LWIB, the county Board Supervisors, numerous public officials, the U.S. Border Patrol, and private employers. Together, these entities designed a program in which youth would participate in paid work experiences, working alongside graphic designers and other commercial artists in the community, to refurbish a covered parking structure, a city-owned information kiosk, and downtown park benches. The Santa Cruz County One-Stop staff provided WIA eligibility and case management, while other project partners offered funding and other resources such as cleaning and debris removal. In its initial year, Youth Leadership through Art gave sixteen youth the opportunity to work and develop job-related skills that foster self-motivation, responsibility, and pride in one's work. The success of the project is also evident in its recent adoption as a model for Santa Cruz County schools. The schools' superintendent recently received a grant to take the model art project into the county's classrooms.

Carondelet's Holy Cross Hospital in Nogales had fifty-two open positions, but few applicants. This, coupled with an 18.6% unemployment rate, became the impetus for an examination of the skill sets of the current workforce by the Santa Cruz County LWIB. Along with City of Nogales, Santa Cruz County, and health care employer representatives, the LWIB began discussions to weigh the various options for addressing the skill shortage. Ultimately, with substantial help from the Mariposa Community Health Center, a solution evolved in the form of a 10-week Summer Youth Institute. The Institute was very important for three reasons: (1) it focused on training youth for entry-level health care positions; (2) it presented a vehicle to mitigate the loss of workers to other counties, especially the young; and (3) it was the first program specifically intended to target unemployment in a particular industry cluster.

The Institute offered youth over 200 hours of health-care related instruction provided by professionals in the field, which included on-site instruction at the Mariposa Community Health Care Center. Among the subjects covered were human development, nutrition, medical administration, CPR and First Aid. Santa Cruz County One-Stop provided case management and paid the wages of youth participants while Mariposa Community Health Center provided instructors and training materials. In its initial year of implementation, the Summer Youth Institute enrolled 29 students, with 28 successfully completing all course requirements.

REGIONAL ONE STOP COLLABORATION

The City of Phoenix Workforce Connection and the Maricopa Workforce Connection One Stop's, partnered on an employment recruitment held on September 9-12, 2002 for the **Westin Spa & Resort** located in Phoenix. In preparation for opening the hotel in November 2002, over 2,950 job candidates were recruited and pre-screened by One Stop staff. Of the available 500 job openings, 447 openings were filled.

The Phoenix Workforce Connection and the Maricopa Workforce Connection One Stop's assisted **Target** in staffing a new **Target Distribution Center** located in the west valley. For three days in March 2002, One Stop staff worked hand-in-hand with Target staff to pre-screen over 2,000 job candidates. Of the available 750 job openings, 500 jobs were filled through these efforts.

Both of these recruitment's were a tremendous success, providing real time results both for the employer and job seekers. These exemplify a successful regional partnership between the Phoenix and Maricopa Workforce Connection One Stop's and meeting the needs of the business community.

COLLABORATION WITH COMMUNITY PARTNERS NETS SUCCESS FOR MOHAVE COUNTY WIA PROGRAM

In spring of 2002, Mohave County Community Development Dept, Workforce Development Division, entered into partnership with the Lake Havasu City Parks and Recreation Department to combine their summer youth programs in this area. This prototype partnership resulted in the introduction of the Title I youth to the world of work. This partnership provides occupational skills as Recreational Aide Trainees with the Parks Department at their supervised work sites, and work readiness and upgrading of their academic skills provided by the WIA Program. The success of this joint vision of “things to come” will continue into next spring with co-recruiting and cross-referring; co-participating in the Parks and Recreation’s orientation for work site supervisors; expanding the joint venture to include a “volunteer program”; inviting other youth-based organizations; and hiring the “summer graduates” as part-time staff during the regular program year. This exemplifies a seamless program where partners are fully integrated.

The Garden Rehab and Care Center of Kingman, Arizona, has proved to be an excellent community partner in Mohave County. In partnership with Mohave County Workforce Development Programs, the Garden Rehab and Care Center, offers an excellent environment for the CNA training program provided by trained and certified staff, and job opportunities for those successfully completing the required state testing. The WIA program has worked with this trainer/employer by making referrals to the training; providing the required support services; and offering work experience training stipend during the participants’ clinical work at this facility. This showcases a beneficial relationship where the participants obtain the required credentials during training and adequate employment toward their goal of self-sufficiency with the Garden Rehab and Care Center.

Mohave County’s Probation Department, Community Development Department and Housing America Corporation partner in PROJECT SAW (SERVICE, ACHIEVEMENT, WORK) helping juvenile probationers ages 16 and 17. These out-of-school youth who demonstrate interest and aptitude for construction skills participate in this Construction Trades Skills Apprenticeship Program. Through a Memorandum of Agreement, the Probation Department and the Workforce Investment Act Program, administered by Community Development Department, pool their resources to assist this special population pursue their educational goals in secondary and post secondary education, gain vocational training and work readiness skills, and job search/job placement. Probation Surveillance Officers act as the construction trades trainers and crew leaders providing daily vocational training and supervision. The WIA Program provides case management, support services and training stipend for the work experience. Work sites for this project include the Self-help Housing Project administered by Housing America Corporation. Project SAW provides basic construction skills, concepts of teamwork and work ethics. It has been a successful apprenticeship program based on the collaborations of the community partners.

Yuma County

In Yuma County, we have become involved with many Outstanding Employers -- those who are genuinely interested in the success of those they train. The **Hazlett Family**, who own Donald's A/C and Heating, are employers who take such an interest. In fact, they treat their workers with respect, instill confidence in them, and are flexible to make certain the trainee has every opportunity to succeed. YPIC Case Manager, Lorena, says that the Hazlett's treat their trainees like "part of the family" in this family-owned business. Donald's A/C and Heating have trained nine people from YPIC programs and have hired five for full-time employment. The Hazlett's have shown an exemplary commitment to training the workforce of Yuma County.

Shaw Diversified Services has multiple types of Workforce needs, and **Tonya Tacker**, Human Resources Manager, has provided a unique opportunity for many trainees. In the past 10 months, Shaw has hired 10 YPIC participants, and Tonya continues to interview on a quarterly basis for new employment opportunities. Shaw Diversified Services has been willing to hire inexperienced workers who speak very limited English, and Tonya insures that trainees are provided with safe, hands-on and verbal training in order to help them succeed in the labor force. Shaw strives to give the opportunity for professional growth to trainees by providing training in their native language. Cindy, YPIC Case Manager, explains that Tonya Tacker and Shaw Diversified Services are an extremely valuable asset to the community.

Another Outstanding Employer is **Charlie Matthews**, owner of Southwest Anesthesia Billing Services. Charlie trains students and employees to be professionals, excelling at each task, dealing with doctors, patients, insurance personnel, and the public. More than two years ago, Southwest Anesthesia Billing Services hired a graduate of the AWC's Job Training Program training for Medical Office personnel, and recently hired another graduate of the Medical Office program. AWC Vocational Coordinator, Sandy, has found that Southwest Anesthesia is a workplace where an employee's personal growth and development is highly prized and where Charlie serves as a professional role model to her staff.

The next Outstanding Employer is Barry King, Owner of Barry's Repair Shop. **Barry King** has been and continues to be an excellent employer and someone who is devoted to building the labor force of Yuma County. His latest successful work experience with Andres proves that Barry can see potential and is willing to help train individuals to achieve that potential. If you'll remember, trainee Andres had no transportation, but he showed a real determination not to allow that to stop him from success. Barry rewarded this by assisting Andres with transportation whenever possible. Cindy, YPIC Case Manager, tells us that Barry even personally paid for Andres to attend a state-of-the-art mechanical training in El Centro. Barry King invested in the Yuma County labor force.

For many years, the Yuma County Board of Supervisors has been accepting the challenge to provide work experience and on-the-job training for YPIC. **Sue Stallworth** and her staff have taken this responsibility very seriously, and Sue makes certain that

she sets the first example of professionalism. Our participants see Sue as a role model, and they all admire her. She is patient, sensitive, and supportive, but she is also diligent in providing the training that prepares our trainees for success in the workforce. YPIC Case Manager, Leticia, tells us that Sue Stallworth takes a very personal interest in seeing that these trainees are treated with respect, feel appreciated, and are helped to feel confident by providing regular positive feedback.

Two special individuals who show us that there is much to appreciate in the world, and that people who care DO make an impact in their Communities:

Bill Lilly was honored with the Partnership Excellence Award. Bill, who is the Neighborhood Services Manager for the City of Yuma, is the driving force behind the Carver Neighborhood Re-Vitalization effort. The Carver Neighborhood is a highly diverse and economically distressed area, and Bill Lilly has influenced many groups to partner in the effort to revitalize the neighborhood. Bill encouraged YPIC to become involved in a summer activities program using funds from Governor's Action Initiative Grant that would be channeled into improvements in the Carver area and would offer summer youth activities for young people from the neighborhood. Now, new homes are being built and old ones are being restored through partnerships between Arizona Western College and the Yuma Neighborhood Development Organization. The City is assisting residents to clean up their yards and vacant lots. Carver Park is being refurbished, and there's a new community pride in the air. Bill took his vision of what the Carver area *could be* and he put action into his dream, inspiring partnerships that would make the dream a reality. We honor Bill for his dedication, his determination, and his drive in support of workforce and economic development services for our communities.

Partnership is a relationship between two or more parties, usually involving close cooperation, having specified and joint rights and responsibilities. **Delma Wilson** of Yuma Schools Transportation goes beyond the traditional definition of partner and demonstrates the true meaning of collaboration as a partner with the community and with YPIC. During more than 10 years of training School Bus Drivers with YPIC, Delma has participated in this program approach that has created careers that mean self-sufficiency for many. The School Bus Driver training is probably THE most successful of all YPIC's customized training, and Delma has been committed and sincerely eager to see each student complete the course. Although Delma has announced her retirement this year, she will continue to inspire success in whatever she is does.

Challenges, Successes and Plans for the Future

In PY 2001, Arizona has continued to streamline its employment and training activities, building upon strategic partnerships with the state's education and economic development sectors, as well as community-based organizations, to ensure a skilled workforce. This, coupled with local planning flexibility and targeted customer assistance programs, provided the impetus for enhancing service delivery, even amid uncertain economic times in the state. At a more fundamental level, the state Workforce Development Administration (WDA) has continued to enhance the provision of support to the state's 15 local workforce investment areas, facilitating sound decision-making, accountability, and realization of workforce solutions unique to each area.

Within this environment, WDA has continued to improve on the state's participant tracking system, building in necessary edit checks and reporting capabilities that support improved program management statewide. WDA has developed a Help Desk System which provides local areas with a dedicated phone line for reporting technical problems or questions related to the state's participant tracking system. Each call to the Help Desk is assigned a ticket number and a work unit within WDA responsible for furnishing a reply. Turnaround time for responses to each Help Desk ticket has averaged approximately one hour. Additionally, WDA has put its own web site into full production, providing local areas with guidance memorandums, reports, promising practices, and multiple links to additional web sites focused on continuous improvement.

The administration's assistance plan continues to place priority on targeted training and technical assistance, developed through annual, in-person surveys conducted with board members, program directors, and One-Stop staff at all levels.

Amidst the successes WDA has realized in the past program year, there is a heightened awareness of challenges yet to be addressed, to deliver on the promise of workforce development inherent in WIA:

Support of local initiatives through greater advocacy at the federal level.

Assist local workforce areas in fulfilling their oversight responsibilities relative to subcontractors of WIA Title IB services, as well as provision of more definitive monitoring procedures and techniques.

Ensure appropriate development of Memorandums of Understanding (MOUs) among One-Stop system agencies to facilitate local board recertification and integration of services that promote workforce solutions for the benefit of WIA participants and the business community alike.

Continue advocating for broader training choices for WIA participants and more streamlined reporting of performance by state training providers.

Build upon the previous year's accomplishments in improving tracking and reporting of WIA participant activity through the state's participant tracking system.

Continue developing outreach strategies that target youth populations, particularly out-of-school youth.

Work closely with the USDOL and stakeholders as WIA re-authorization approaches, to align future planning with the integration of services and performance accountability that re-authorization entails.

State Evaluation of Workforce Investment Activities

During PY2001, the Arizona Workforce Development Administration developed a strategy to assist in the evaluation of Workforce Investment Activities statewide. Part of this strategy was to institute a comprehensive Training and Technical Assistance Plan that would establish the groundwork for building staff capacity, broadening information resources and improving performance outcomes at the state and local levels.

Arizona contracted with a consultant to design the Training and Technical Assistance Plan and to conduct related surveys. This Plan established a training and technical assistance process that gathers information from the fifteen Local Workforce Investment Boards. Information collected is used to develop general and specific training topics presented at local technical assistance seminars, regional training sessions and statewide WIA conferences.

This process has allowed Arizona to better identify and prioritize specific areas that require assistance. For example, Memorandums of Understanding (MOU's) and associated Cost Allocation plans were identified as an area of concern and a top priority. Given this, training was then scheduled with the associated One-Stop partners.

Arizona will continue to explore new opportunities to enhance evaluation processes within the State.

Attachments

Note: The figures in the following tables should be considered preliminary. All final figures will be forwarded as necessary by January 21, 2003 as instructed in TEGL 7-01, Change 1, dated November 14, 2002.

Table A: Workforce Investment Act Customer Satisfaction Results

Customer Satisfaction	Negotiated Performance Level	Actual Performance Level American Customer Satisfaction Index	Number of Completed Surveys	Number of Customers Eligible for the Survey	Number of Customers Included in the Sample	Response Rate
Participants	68%	72.10	245	828	828	30%
Employers	66%	73.35	242	242	242	56%

Table B: Adult Program Results At-A-Glance

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	65	75.0%	1,627 2,168
Employment Retention Rate	79	80.6%	1,594 1,978
Earnings Change in Six Months	2918	\$1,854	\$3,414,111 1,841
Employment and Credential Rate	46	57.0%	399 700

Table C: Outcomes for Adult Special Populations

Reported Information	Public Assistance Recipients Receiving Intensive or Training Services		Veterans		Individuals with Disabilities		Older Individuals	
Entered Employment Rate	64.0%	155 242	75.0%	117 156	61.0%	94 154	72.3%	125 173
Employment Retention Rate	77.3%	136 176	79.1%	106 134	68.6%	81 118	81.4%	118 145
Earnings Change in Six Months	\$2,221	\$359,854 162	\$472	\$60,863 129	\$1,265	\$135,387 107	\$412	\$51,882 126
Employment And Credential Rate	63.4%	71 112	59.6%	28 47	64.4%	29 45	53.2%	25 47

Table D: Other Outcome Information for the Adult Program

Reported Information	Individuals Who Received Training Service		Individuals Who Received Only Core and Intensive Services	
Entered Employment Rate	76.9%	433	74.4%	1,194
		563		1,605
Employment Retention Rate	79.9%	445	80.9%	1,149
		557		1,421
Earnings Change in Six Months	\$2,370	\$1,204,001	\$1,658	\$2,210,110
		508		1,333

Table E: Dislocated Worker Program Results At-a-Glance

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	78	86.8%	1,097
			1,264
Employment Retention Rate	88	85.1%	933
			1,097
Earnings Change in Six Months	91	85.9%	\$10,186,267
			\$11,855,519
Employment and Credential Rate	46	64.2%	426
			664

Table F: Outcomes for Dislocated Worker Special Populations

Reported Information	Veterans		Individuals with Disabilities		Older Individuals		Displaced Homemakers	
Entered Employment Rate	87.5%	119	85.4%	35	82.7%	153	76.2%	16
		136		41		185		21
Employment Retention Rate	84.0%	100	80.0%	28	75.8%	116	81.3%	13
		119		35		153		16
Earnings Change in Six Months	81.5%	\$1,301,895	69%	\$265,922	67.2%	\$1,266,934	110.0%	\$115,057
		\$1,598,206		\$384,935		\$1,884,376		\$104,581
Employment And Credential Rate	57.1%	44	63.2%	12	62.8%	54	53.8%	7
		77		19		86		13

Table G: Other Outcome Information for Dislocated Worker Program

Reported Information	Individuals Who Received Training Service		Individuals Who Received Only Core and Intensive Services	
Entered Employment Rate	87.2%	579	86.3%	518
		664		600
Employment Retention Rate	85.1%	493	84.9%	440
		579		518
Earnings Change in Six Months	88.4%	\$5,528,215	83.1%	\$4,658,052
		\$6,252,585		\$5,602,934

Table H: Older Youth Results At-a-Glance

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	56	66.3%	183 276
Employment Retention Rate	77	79.3%	172 217
Earnings Change in Six Months	2,382	\$2,437	\$492,308 202
Credential Rate	38	41.9%	140 334

Table I: Outcomes for Older Youth Special Populations

Reported Information	Public Assistance Recipients		Veterans		Individuals with Disabilities		Out-of-School Youth	
Entered Employment Rate	62.7%	32 51	0.0%	0 0	46.2%	6 13	74.6%	126 169
Employment Retention Rate	82.4%	28 34	0.0%	0 1	88.9%	8 9	79.1%	117 148
Earnings Change in Six Months	\$1,978	\$61,312 31	-\$1,384	-\$1,384 1	\$1,885	\$15,082 8	\$2,634	\$360,880 137
Employment And Credential Rate	40.0%	22 55	0.0%	0 1	25.0%	4 16	47.3%	97 205

Table J: Younger Youth Results At-a-Glance

	Negotiated Performance Level	Actual Performance Level	
Skill Attainment Rate	62	84.7%	3,182 3,755
Diploma or equivalent Attainment Rate	47	44.1%	237 538
Retention Rate	53	43.2%	197 456

Table K: Outcomes for Younger Youth Special Populations

Reported Information	Public Assistance Recipients		Individuals with Disabilities		Out-of-School Youth	
Skill Attainment Rate	75.4%	258 342	89.1%	539 605	69.1%	141 204
Diploma or equivalent Attainment Rate	45.6%	41 90	68.3%	43 63	11.4%	5 44
Retention Rate	31.6%	24 76	37.5%	18 48	41.2%	47 114

Table L: Other Reported Information

	12 Month Employment Retention Rate		12 Month Earnings Change (Adults and Older Youth) or 12 Month Earnings Replacement (Dislocated Workers)		Placements for Participants in Nontraditional Employment		Wages at Entry Into Employment for those Individuals Who Entered Unsubsidized Employment		Entry into Unsubsidized Employment Related to the Training Received of those who Completed Training Services	
Adults	73.1 %	906	\$3,201	\$3,812,350	2.30%	38	\$3,805	\$5,871,809	40.3%	212
		1,240		1,191		1,627		1,543		526
Dislocated Workers	82.5 %	851	92.8%	\$10,791,806	1.37%	15	\$5,439	\$5,509,920	37.15 %	198
		1,032		\$11,629,761		1,097		1,013		533
Older Youth	70.8 %	206	\$3,549	\$990,141	0.00%	0	\$2,399	\$415,076		
		291		279		222		173		

Table M: Participation Level

	Total Participants Served	Total Exiters
Adults	7,813	4,005
Dislocated Workers	4,771	1,885
Older Youth	887	347
Younger Youth	4,353	1,466

Table N: Cost of Program Activities

Program Activity			Total Federal Spending
Local Adults			\$14,569,516
Local Dislocated Workers			\$6,705,056
Local Youth			\$13,353,838
Rapid Response (up to 25%) §134 9a) (2) (A)			\$2,555,821
Statewide Required Activities (up to 15%) §134 (a) (2) (B)			\$4,674,105
Statewide Allowable Activities §134 (a) (3)	Program Activity Description	Eligible Training Provider List	\$282,000
		Incentive Funds*	\$1,259,200
		Technical Assistance and Capacity Building	\$590,800
		Labor Market Information	\$100,000
		Adult (Older Worker)**	\$1,104,806
		Incumbent Worker**	\$300,000
		High Concentrations of Eligible Youth**	\$200,000
		Statewide Youth Activities**	\$0
		Displaced Homemaker**	\$500,000
Total of All Federal Spending Listed Above			\$46,195,142

Table O: - Local Performance (By Individual Local Workforce Investment Area)

Local Area Name COCHISE COUNTY	Total Participants Served	Adults	202
		Dislocated Workers	83
		Older Youth	45
		Younger Youth	157
ETA Assigned # <u>4005</u>	Total Exiters	Adults	68
		Dislocated Workers	20
		Older Youth	10
		Younger Youth	49
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rate	Adults		77.4%
	Dislocated Workers		85.2%
	Older Youth		80.0%
Retention Rate	Adults		79.7%
	Dislocated Workers		82.6%
	Older Youth		87.5%
	Younger Youth		88.9%
Earnings Change/Earnings Replacement in Six Months	Adults		\$4,446
	Dislocated Workers		167.7%
	Older Youth		\$4,928
Credential/Diploma Rate	Adults		85.4%
	Dislocated Workers		65.2%
	Older Youth		60.0%
	Younger Youth		85.7%
Skill Attainment Rate	Younger Youth		96.7%
Description of Other State Indicators of Performance (WIA §136 (d) (1) (Insert additional rows if there are more than two "Other State Indicators of Performance")		N/A	

Local Area Name GILA/PINAL COUNTIES	Total Participants Served	Adults	219
		Dislocated Workers	405
		Older Youth	63
		Younger Youth	161
ETA Assigned # <u>4010</u>	Total Exiters	Adults	85
		Dislocated Workers	167
		Older Youth	23
		Younger Youth	73
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rate	Adults		74.4%
	Dislocated Workers		93.3%
	Older Youth		59.4%
Retention Rate	Adults		77.3%
	Dislocated Workers		87.1%
	Older Youth		80.0%
	Younger Youth		70.4%
Earnings Change/Earnings Replacement in Six Months	Adults		\$2,527
	Dislocated Workers		77.5%
	Older Youth		\$2,291
Credential/Diploma Rate	Adults		42.5%
	Dislocated Workers		77.8%
	Older Youth		13.9%
	Younger Youth		72.7%
Skill Attainment Rate	Younger Youth		85.3%
Description of Other State Indicators of Performance (WIA §136 (d) (1) (Insert additional rows if there are more than two "Other State Indicators of Performance")		N/A	

Local Area Name GRAHAM COUNTY	Total Participants Served	Adults	73
		Dislocated Workers	52
		Older Youth	46
		Younger Youth	58
ETA Assigned # <u>4015</u>	Total Exiters	Adults	30
		Dislocated Workers	7
		Older Youth	22
		Younger Youth	8
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rate	Adults		69.2%
	Dislocated Workers		100.0%
	Older Youth		50.0%
Retention Rate	Adults		84.6%
	Dislocated Workers		100.0%
	Older Youth		87.5%
	Younger Youth		66.7%
Earnings Change/Earnings Replacement in Six Months	Adults		\$5,503
	Dislocated Workers		2448.1%
	Older Youth		\$3,223
Credential/Diploma Rate	Adults		58.8%
	Dislocated Workers		66.7%
	Older Youth		42.9%
	Younger Youth		33.3%
Skill Attainment Rate	Younger Youth		98.6%
Description of Other State Indicators of Performance (WIA §136 (d) (1) (Insert additional rows if there are more than two "Other State Indicators of Performance")		N/A	

Local Area Name GREENLEE COUNTY	Total Participants Served	Adults	7
		Dislocated Workers	24
		Older Youth	4
		Younger Youth	7
ETA Assigned # <u>4020</u>	Total Exiters	Adults	1
		Dislocated Workers	5
		Older Youth	0
		Younger Youth	2
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rate	Adults		0.0%
	Dislocated Workers		80.0%
	Older Youth		0.0%
Retention Rate	Adults		0.0%
	Dislocated Workers		75.0%
	Older Youth		0.0%
	Younger Youth		0.0%
Earnings Change/Earnings Replacement in Six Months	Adults		\$0
	Dislocated Workers		163.7%
	Older Youth		\$0
Credential/Diploma Rate	Adults		0.0%
	Dislocated Workers		0.0%
	Older Youth		0.0%
	Younger Youth		0.0%
Skill Attainment Rate	Younger Youth		100.0%
Description of Other State Indicators of Performance (WIA §136 (d) (1) (Insert additional rows if there are more than two "Other State Indicators of Performance")		N/A	

Local Area Name CITY OF PHOENIX	Total Participants Served	Adults	1,770
		Dislocated Workers	1,152
		Older Youth	88
		Younger Youth	485
ETA Assigned # <u>4025</u>	Total Exiters	Adults	769
		Dislocated Workers	433
		Older Youth	37
		Younger Youth	223
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rate	Adults		77.7%
	Dislocated Workers		91.3%
	Older Youth		63.0%
Retention Rate	Adults		79.3%
	Dislocated Workers		79.6%
	Older Youth		85.0%
	Younger Youth		1.7%
Earnings Change/Earnings Replacement in Six Months	Adults		\$2,001
	Dislocated Workers		87.1%
	Older Youth		\$1,648
Credential/Diploma Rate	Adults		38.7%
	Dislocated Workers		56.3%
	Older Youth		0.0%
	Younger Youth		11.6%
Skill Attainment Rate	Younger Youth		68.4%
Description of Other State Indicators of Performance (WIA §136 (d) (1) (Insert additional rows if there are more than two "Other State Indicators of Performance")		N/A	

Local Area Name PIMA COUNTY	Total Participants Served	Adults	992
		Dislocated Workers	1,104
		Older Youth	60
		Younger Youth	555
ETA Assigned # <u>4030</u>	Total Exiters	Adults	345
		Dislocated Workers	348
		Older Youth	34
		Younger Youth	270
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rate	Adults		78.3%
	Dislocated Workers		80.6%
	Older Youth		77.8%
Retention Rate	Adults		80.2%
	Dislocated Workers		86.7%
	Older Youth		82.6%
	Younger Youth		57.1%
Earnings Change/Earnings Replacement in Six Months	Adults		\$2,442
	Dislocated Workers		84.7%
	Older Youth		\$2,482
Credential/Diploma Rate	Adults		68.3%
	Dislocated Workers		66.4%
	Older Youth		37.1%
	Younger Youth		45.6%
Skill Attainment Rate	Younger Youth		82.5%
Description of Other State Indicators of Performance (WIA §136 (d) (1) (Insert additional rows if there are more than two "Other State Indicators of Performance")		N/A	

Local Area Name MARICOPA COUNTY	Total Participants Served	Adults	3,021
		Dislocated Workers	1,454
		Older Youth	105
		Younger Youth	1,052
ETA Assigned # <u>4035</u>	Total Exiters	Adults	2,013
		Dislocated Workers	708
		Older Youth	22
		Younger Youth	296
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rate	Adults		80.8%
	Dislocated Workers		88.3%
	Older Youth		50.0%
Retention Rate	Adults		81.3%
	Dislocated Workers		86.4%
	Older Youth		33.3%
	Younger Youth		50%
Earnings Change/Earnings Replacement in Six Months	Adults		\$854
	Dislocated Workers		81.6%
	Older Youth		-\$276
Credential/Diploma Rate	Adults		59.0%
	Dislocated Workers		75.9%
	Older Youth		33.3%
	Younger Youth		55.8%
Skill Attainment Rate	Younger Youth		90.0%
Description of Other State Indicators of Performance (WIA §136 (d) (1) (Insert additional rows if there are more than two "Other State Indicators of Performance")		N/A	

Local Area Name SANTA CRUZ COUNTY	Total Participants Served	Adults	182
		Dislocated Workers	24
		Older Youth	36
		Younger Youth	228
ETA Assigned # <u>4040</u>	Total Exiters	Adults	39
		Dislocated Workers	19
		Older Youth	5
		Younger Youth	14
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rate	Adults		64.3%
	Dislocated Workers		75.0%
	Older Youth		80.0%
Retention Rate	Adults		94.4%
	Dislocated Workers		75.0%
	Older Youth		100.0%
	Younger Youth		73.1%
Earnings Change/Earnings Replacement in Six Months	Adults		\$3,209
	Dislocated Workers		82.1%
	Older Youth		\$2,438
Credential/Diploma Rate	Adults		81.3%
	Dislocated Workers		63.6%
	Older Youth		66.7%
	Younger Youth		62.5%
Skill Attainment Rate	Younger Youth		88.4%
Description of Other State Indicators of Performance (WIA §136 (d) (1) (Insert additional rows if there are more than two "Other State Indicators of Performance")		N/A	

Local Area Name YUMA COUNTY	Total Participants Served	Adults	562
		Dislocated Workers	73
		Older Youth	176
		Younger Youth	762
ETA Assigned # <u>4045</u>	Total Exiters	Adults	245
		Dislocated Workers	40
		Older Youth	82
		Younger Youth	190
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rate	Adults		67.4%
	Dislocated Workers		82.5%
	Older Youth		75.0%
Retention Rate	Adults		82.5%
	Dislocated Workers		72.7%
	Older Youth		75.9%
	Younger Youth		52.9%
Earnings Change/Earnings Replacement in Six Months	Adults		\$2,336
	Dislocated Workers		81.2%
	Older Youth		\$2,091
Credential/Diploma Rate	Adults		65.6%
	Dislocated Workers		63.6%
	Older Youth		65.5%
	Younger Youth		48.1%
Skill Attainment Rate	Younger Youth		89.6%
Description of Other State Indicators of Performance (WIA §136 (d) (1) (Insert additional rows if there are more than two "Other State Indicators of Performance")		N/A	

Local Area Name APACHE COUNTY	Total Participants Served	Adults	17
		Dislocated Workers	27
		Older Youth	5
		Younger Youth	14
ETA Assigned # <u>4060</u>	Total Exiters	Adults	9
		Dislocated Workers	10
		Older Youth	2
		Younger Youth	4
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rate	Adults		100.0%
	Dislocated Workers		100.0%
	Older Youth		0.0%
Retention Rate	Adults		100.0%
	Dislocated Workers		80.0%
	Older Youth		0.0%
	Younger Youth		0.0%
Earnings Change/Earnings Replacement in Six Months	Adults		\$5,738
	Dislocated Workers		78.8%
	Older Youth		\$0
Credential/Diploma Rate	Adults		100.0%
	Dislocated Workers		22.2%
	Older Youth		0.0%
	Younger Youth		66.7%
Skill Attainment Rate	Younger Youth		25.0%
Description of Other State Indicators of Performance (WIA §136 (d) (1) (Insert additional rows if there are more than two "Other State Indicators of Performance")		N/A	

Local Area Name COCONINO COUNTY	Total Participants Served	Adults	62
		Dislocated Workers	49
		Older Youth	19
		Younger Youth	109
ETA Assigned # <u>4065</u>	Total Exiters	Adults	15
		Dislocated Workers	12
		Older Youth	10
		Younger Youth	34
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rate	Adults		100.0%
	Dislocated Workers		100.0%
	Older Youth		100.0%
Retention Rate	Adults		81.8%
	Dislocated Workers		92.9%
	Older Youth		85.7%
	Younger Youth		80.0%
Earnings Change/Earnings Replacement in Six Months	Adults		\$5,389
	Dislocated Workers		104.3%
	Older Youth		\$1,202
Credential/Diploma Rate	Adults		30%
	Dislocated Workers		40.0%
	Older Youth		42.9%
	Younger Youth		78.8%
Skill Attainment Rate	Younger Youth		64.6%
Description of Other State Indicators of Performance (WIA §136 (d) (1) (Insert additional rows if there are more than two "Other State Indicators of Performance")		N/A	

Local Area Name MOHAVE/LA PAZ COUNTIES	Total Participants Served	Adults	98
		Dislocated Workers	138
		Older Youth	35
		Younger Youth	140
ETA Assigned # <u>4070</u>	Total Exiters	Adults	57
		Dislocated Workers	51
		Older Youth	8
		Younger Youth	50
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rate	Adults		77.8%
	Dislocated Workers		81.4%
	Older Youth		100.0%
Retention Rate	Adults		76.5%
	Dislocated Workers		91.7%
	Older Youth		50.0%
	Younger Youth		56.0%
Earnings Change/Earnings Replacement in Six Months	Adults		\$2,879
	Dislocated Workers		93.0%
	Older Youth		\$3,402
Credential/Diploma Rate	Adults		53.8%
	Dislocated Workers		50.0%
	Older Youth		25.0%
	Younger Youth		54.5%
Skill Attainment Rate	Younger Youth		75.5%
Description of Other State Indicators of Performance (WIA §136 (d) (1) (Insert additional rows if there are more than two "Other State Indicators of Performance")		N/A	

Local Area Name NAVAJO COUNTY	Total Participants Served	Adults	81
		Dislocated Workers	73
		Older Youth	34
		Younger Youth	43
ETA Assigned # <u>4075</u>	Total Exiters	Adults	45
		Dislocated Workers	19
		Older Youth	19
		Younger Youth	16
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rate	Adults		65.6%
	Dislocated Workers		88.9%
	Older Youth		66.7%
Retention Rate	Adults		86.7%
	Dislocated Workers		91.7%
	Older Youth		77.8%
	Younger Youth		60.0%
Earnings Change/Earnings Replacement in Six Months	Adults		\$3,911
	Dislocated Workers		78.2%
	Older Youth		\$4,207
Credential/Diploma Rate	Adults		60.9%
	Dislocated Workers		66.7%
	Older Youth		63.6%
	Younger Youth		60.0%
Skill Attainment Rate	Younger Youth		83.3%
Description of Other State Indicators of Performance (WIA §136 (d) (1) (Insert additional rows if there are more than two "Other State Indicators of Performance")		N/A	

Local Area Name YAVAPAI COUNTY	Total Participants Served	Adults	82
		Dislocated Workers	106
		Older Youth	13
		Younger Youth	87
ETA Assigned # <u>4080</u>	Total Exiters	Adults	58
		Dislocated Workers	43
		Older Youth	4
		Younger Youth	28
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rate	Adults		71.1%
	Dislocated Workers		80.6%
	Older Youth		66.7%
Retention Rate	Adults		90.9%
	Dislocated Workers		100.0%
	Older Youth		100.0%
	Younger Youth		50.0%
Earnings Change/Earnings Replacement in Six Months	Adults		\$3,083
	Dislocated Workers		116.7%
	Older Youth		-\$978
Credential/Diploma Rate	Adults		30.4%
	Dislocated Workers		33.3%
	Older Youth		33.3%
	Younger Youth		33.3%
Skill Attainment Rate	Younger Youth		91.3%
Description of Other State Indicators of Performance (WIA §136 (d) (1) (Insert additional rows if there are more than two "Other State Indicators of Performance")		N/A	

Local Area Name TRIBES	Total Participants Served	Adults	445
		Dislocated Workers	7
		Older Youth	158
		Younger Youth	495
ETA Assigned # <u>4090</u>	Total Exiters	Adults	228
		Dislocated Workers	3
		Older Youth	69
		Younger Youth	209
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rate	Adults		42.9%
	Dislocated Workers		0.0%
	Older Youth		44.7%
Retention Rate	Adults		75.4%
	Dislocated Workers		0.0%
	Older Youth		71.4%
	Younger Youth		44.0%
Earnings Change/Earnings Replacement in Six Months	Adults		\$1,640
	Dislocated Workers		0.0%
	Older Youth		\$3,613
Credential/Diploma Rate	Adults		30.3%
	Dislocated Workers		0.0%
	Older Youth		24.5%
	Younger Youth		38.3%
Skill Attainment Rate	Younger Youth		89.0%
Description of Other State Indicators of Performance (WIA §136 (d) (1) (Insert additional rows if there are more than two "Other State Indicators of Performance")		N/A	

One Stop Directory

Locations and contact people are listed below.

APACHE COUNTY	
<p>Apache County Workforce Partnership 1359 E. Main Street, Highway 60 Los Arcos Plaza Springerville, AZ 85938 (928) 333-4454</p>	<p>Donna Stock, Program Manager 1359 E. Main Street, Highway 60 Springerville, AZ 85938 (928) 333-4454 (928) 333-3461 Fax dstock@co.apache.az.us</p>
COCHISE COUNTY	
<p>Cochise County Workforce Development 1706 10th Street Douglas, AZ 85607 (520) 364-8906</p> <p>Arizona Department of Economic Security 2981 E. Tacoma Sierra Vista, AZ 85635 (520) 459-3206</p> <p>Cochise County Workforce Development 650 E. Wilcox Drive Sierra Vista, AZ 85635 (520) 458-4200</p>	<p>Vada Phelps, Executive Director Cochise County Workforce Development 650 E. Wilcox Drive Sierra Vista, AZ 85635 (520) 458-4200 (520) 458-1409 Fax vphelps@CPIC-CAS.org http://www.cochise.org/onestop</p>
COCONINO COUNTY	
<p>Arizona Department of Economic Security 397 Malpais Lane, #9 Flagstaff, AZ 86001 (928) 779-4557</p> <p>Coconino Co. Career Center/Arizona Dept. of Economic Security 337 N. Navajo P.O. Box 4269 Page, AZ 86040 (928) 645-5201</p>	<p>Carol Curtis, Director 110 E. Cherry Avenue Flagstaff, AZ 86001-4627 (928) 522-7900 (928) 522-7919 Fax ccurtis@co.coconino.az.us http://co.coconino.az.us/careercenter</p>
GILA AND PINAL COUNTIES	
<p>Gila County One-Stop 1100 Monroe Street Globe, AZ 85501 (928) 425-2418</p>	<p>Barbara Valencia, Program Manager Gila Co. Community Services Division P.O. Box 2778 Globe, AZ 85502 (928) 425-7631 (928) 425-9468 Fax bvalencia@co.gila.az.us http://gccsd.tripod.com/gcccommunityservicesdivision</p>

GRAHAM COUNTY	
WIA Title I Service Center 826 W. Main St. Safford, AZ 85546 (928) 428-7386	Neil Karnes, Director Graham County Employment & Training 826 West Main Street Safford, AZ 85546 (928) 428-7386 (928) 428-8074 Fax Nkarnes@graham.az.gov
GREENLEE COUNTY	
Greenlee One-Stop Resource Center Highway 191 and Wards Canyon Road Clifton, AZ 85533 (928) 865-4151	Evangelina Esquivel Greenlee Career Center Highway 191 and Wards Canyon Road P.O. Box 1537 Clifton, AZ 85533 (928) 865-4151 (928) 865-3566 Fax vesquivel@aznex.net http://www.aznex.net/~clifton_os
LA PAZ COUNTY	
La Paz Career Center 1113 Kofa Avenue Parker, AZ 85344 (928) 669-9812	Cheryl Burns, Director La Paz Career Center 1113 Kofa Avenue Parker, AZ 85344 (928) 669-9812 (928) 669-6326 Fax cheryl_burns@hotmail.com or Terry Foss terfoss@hotmail.com
MARICOPA COUNTY	
Mesa Career Development Center 305 East Main St., Suite 200 (2 nd Floor, Wells Fargo Bank Building) Mesa, AZ 85201 (480) 668-8262 Peoria Career Development Center 9770 W. Peoria Peoria, AZ 85345 (623) 934-3231	Diana Shepherd Special Projects Coordinator Maricopa County Human Services Dept. 2801 West Durango Phoenix, AZ 85009 (602) 506-4812 (602) 506-8789 Fax dshepherd@mail.maricopa.gov http://www.hsd.maricopa.gov/mwc
MOHAVE COUNTY	
Mohave County Community Development Center 201 N. 4 th Street Kingman, AZ 86401 (928) 753-0723	Lynne Steiger One-Stop Program Representative 201 N. 4 th Street, P.O. Box 7000 Kingman, AZ 86402-7000 (928) 753-0723 (928) 753-0776 Fax (928) 753-0726 TDD lynne.steiger@co.mohave.az.us

NAVAJO COUNTY	
Arizona Department of Economic Security 2500 E. Cooley, Suite 410 Show Low, AZ 85901 (928) 532-4300 Arizona Department of Economic Security 319 E. Third Street, 335C Winslow, AZ 86047 (928) 289-4644	Rondi Moore One-Stop Coordinator 2500 E. Cooley, Suite 410 Show Low, AZ 85901 (928) 532-4300 (928) 537-9185 Fax
NAVAJO NATION	
Navajo Department of Workforce Development P.O. Box 1889 Window Rock AZ 86515 (928)871-7707 (928) 871-7116 Fax	Roslyn Curtis, Director Navajo Department of Workforce Development P.O. Box 1889 Window Rock AZ 86515 (928)871-7707 (928) 871-7116 Fax
NINETEEN TRIBAL NATIONS	
Tribal One-Stop Service Center 1599 Plantation Road Mohave Valley, AZ 86440 (928) 346-1787	Colette Lewis One-Stop System Administrator 1599 Plantation Road Mohave Valley, AZ 85440 (928) 346-1787 fmotos@ftmohave.com
CITY OF PHOENIX	
Phoenix Workforce Connection North 9801 N. 7th Street Phoenix, AZ 85020 (602) 861-0208	Yolanda Carrothers City of Phoenix, Workforce Connection Division 200 West Washington, 19th Floor Phoenix, AZ 85003-1611 (602) 262-4036 (602) 534-3915 Fax Onestop.hsd@phoenix.gov http://www.phoenix.gov/onestop.html
PIMA COUNTY	
One-Stop Career Center 340 N. Commerce Park Loop, Tortolita Building Tucson, AZ 85745 (520) 798-0500	Celina Somoza One-Stop Coordinator 340 N. Commerce Park Loop, Tortolita Building Tucson, AZ 85745 (520) 798-0500 (520) 798-0599 Fax csomoza@csd.co.pima.az.us http://www.PimaWorks.com

SANTA CRUZ COUNTY	
Santa Cruz County One-Stop Center (temporary location) 2935 N. Grand Avenue Nogales, AZ 85621 (520) 375-7670	Nils Urman, Director 2935 N. Grand Avenue Nogales, AZ 85621 (520) 375-7670 (520) 281-1166 Fax sccwia@theriver.com http://www.onestopsc.org
YAVAPAI COUNTY	
Arizona Department of Economic Security - Cottonwood Center 1500 E. Cherry Street, Suite F Cottonwood, AZ 86326 (928) 634-3337 NACOG Workforce Development Center – Prescott Center 221 N. Marina, Suite 201 Prescott, AZ 86301 P.O. Box 2451, Prescott, AZ 86302 (928) 778-1422	Teri Drew, Regional Director 221 N. Marina, Suite 201 Prescott, AZ 86301 (928) 778-1422 (928) 778-1756 Fax Mailing Address: P.O. Box 2451 Prescott, AZ 86302 tdrew@cablone.net
YUMA COUNTY	
Career Resource Center 3826 W. 16 th Street Yuma, AZ 85364 Phone: (928) 329-0990	Mercedes Dominguez One-Stop System Administrator 3826 W. 16 th Street Yuma, AZ 85364 (928) 329-0990 (928) 783-1825 Fax mdominguez@ypic.com http://www.ypic.com/crc.htm

Acknowledgements

Special thanks are due to the following people for their many contributions to this report.

- Edgar Casasola, Workforce Development Administration, DES
- Mary Ann Dunleavy, Workforce Development Administration, DES
- Dean Grana, Workforce Development Administration, DES
- Pat Gregan, Workforce Development Administration, DES
- Mimi Hurtado, Workforce Development Administration, DES
- Marilyn Nicolls, Workforce Development Administration, DES
- Alex Stojisic, Workforce Development Administration, DES
- Carolyn Ufford, Workforce Development Administration, DES
- Rich Utzig, Workforce Development Administration, DES
- Stan Flowers, Office of Workforce Development, Arizona Department of Commerce
- Alisa Lyons, Office of Workforce Development, Arizona Department of Commerce
- Steve Partridge, Office of Workforce Development, Arizona Department of Commerce
- Debra Raeder, Office of Workforce Development, Arizona Department of Commerce
- Donna Stock, Apache County Workforce Partnership
- Jim Moore, City of Phoenix Employment and Training Administration
- Vada Phelps, Cochise County Workforce Development Center
- Carol Curtis, Coconino County Workforce Investment
- Barb Valencia, Gila/Pinal Community Services
- Neil Karnes, Graham County Employment and Training Administration
- Evangelina Esquivel, Greenlee County Career Center
- Darcy Bucholz, Maricopa Workforce Connection
- Gail Sadler, Navajo Workforce Investment Board
- Charles Casey, Pima County Community Services
- Nils Urman, Santa Cruz Workforce Development
- Teri Drew, NACOG Economic Workforce Development
- John Morales, Yuma County Private Industry Council
- Don Eddy, Colorado River Indian Tribes
- Carol Mason, Inter Tribal Council of Arizona

For Further Information

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www.azcommerce.com

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www.de.state.az.us/wia